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| 1. The chapter opening article, **“**Signs That You Made a Bad Hire” suggests that the costs of bad hires can be reduced if the employer does what?

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| --- | --- | --- |
|   | a.  | discharges the new hire with a penalty |
|   | b.  | trains the new hire to adapt to the company’s formal and informal requirements |
|   | c.  | transfers the new hire to another position for which he or she is better suited |
|   | d.  | recruits a better qualified candidate and buddy the new hires up during their probationary period |

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| *ANSWER:* | c |

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| 2. Which of the following practices would NOT lead to an improvement in the hiring system of an organization?

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| --- | --- | --- |
|   | a.  | communicating to the hiring managers about their annoying interview habits |
|   | b.  | using scientific methods and efficient selection methods |
|   | c.  | determining the motivations of job seekers |
|   | d.  | knowing the going rates of pay and offering slightly more |

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| *ANSWER:* | d |

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| 3. What is the definition of recruitment?

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|   | a.  | generating an applicant pool |
|   | b.  | choosing job candidates |
|   | c.  | finding and hiring the best person for the job |
|   | d.  | finding and screening job applicants |

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| *ANSWER:* | a |

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| 4. What is the definition of selection?

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| --- | --- | --- |
|   | a.  | generating an applicant pool |
|   | b.  | finding and screening job applicants |
|   | c.  | choosing job candidates |
|   | d.  | matching an applicant’s competencies with a job position |

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| *ANSWER:* | c |

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| 5. In the Human Resources System model outlined in the textbook, which of the following aspects does NOT relate to work environment?

|  |  |  |
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|   | a.  | complaint resolution |
|   | b.  | leadership |
|   | c.  | health and safety |
|   | d.  | vision and mission |

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| *ANSWER:* | d |

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| 6. In the Human Resources System model outlined in the textbook, which of the following is NOT part of the socioeconomic environment?

|  |  |  |
| --- | --- | --- |
|   | a.  | competition |
|   | b.  | globalization |
|   | c.  | marketplace |
|   | d.  | demographics |

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| *ANSWER:* | a |

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| 7. In the Human Resources System model outlined in the textbook, within which environment does human rights belong?

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| --- | --- | --- |
|   | a.  | social |
|   | b.  | economic |
|   | c.  | political |
|   | d.  | legislative |

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| *ANSWER:* | d |

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| 8. What can effective recruitment and selection practices do for an organization?

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|   | a.  | improve the knowledge, skills, and abilities of its employees |
|   | b.  | offer a limited impact on employee motivation |
|   | c.  | encourage expensive high performers to leave the organization |
|   | d.  | discourage poor performers from leaving an organization |

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| *ANSWER:* | a |

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| 9. What two important principles ensure a human resources system functions properly?

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|   | a.  | Enhance communication between human resource functions and ensure ethical compliance. |
|   | b.  | Assess the impact of legislative requirements and scan the socioeconomic environment for trends. |
|   | c.  | Emphasize the roles of recruitment and selection and apply them to organizational strategy. |
|   | d.  | Think in systems terms and coordinate human resource activities with all organizational units and people. |

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| *ANSWER:* | d |

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| 10. Which of the following elements are part of the socioeconomic external environment that affects recruitment and selection?

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| --- | --- | --- |
|   | a.  | national and international organization policies |
|   | b.  | human resources information systems and management |
|   | c.  | globalization and demographics |
|   | d.  | cost containment and marketplace |

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| *ANSWER:* | c |

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| 11. Why must Canadian organizations be cognizant of the influences of globalization when considering recruitment and selection?

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| --- | --- | --- |
|   | a.  | Globalization affects the pricing strategies for goods and services. |
|   | b.  | Globalization creates higher trade barriers for entry. |
|   | c.  | Globalization demonstrates that best practices for staffing are necessary. |
|   | d.  | Globalization threatens the survival of domestic retailers. |

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| *ANSWER:* | c |

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| 12. Which of the following is NOT a benefit of e-recruiting, according to the Government of Canada?

|  |  |  |
| --- | --- | --- |
|   | a.  | higher tracking costs |
|   | b.  | lower recruiting costs |
|   | c.  | lower printing costs |
|   | d.  | larger pool of candidates |

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| *ANSWER:* | a |

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| 13. Given the fact that technology reduces the need for labour, what is one strategy being applied by HR managers to cope with large numbers of employees approaching retirement?

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| --- | --- | --- |
|   | a.  | Employers have reduced their need to advertise with traditional media sources like newspapers. |
|   | b.  | Employers have focused their search on younger and tech-savvy applicants. |
|   | c.  | Employers have limited their early-retirement incentives to managers only. |
|   | d.  | Employers have implemented layoffs that are not age related. |

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| *ANSWER:* | d |

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| 14. Given that best practices in recruitment and selection are applied to an organization, which of the following results has NOT been supported with empirical studies?

|  |  |  |
| --- | --- | --- |
|   | a.  | establishing employee trust |
|   | b.  | increasing the firm’s market price |
|   | c.  | reducing employee turnover |
|   | d.  | encouraging poor performers to leave |

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| *ANSWER:* | b |

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| 15. Given the application of progressive human resources practices, what might an organization expect from its employees?

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| --- | --- | --- |
|   | a.  | higher compensation costs |
|   | b.  | lower dysfunctional behaviours |
|   | c.  | higher operating costs |
|   | d.  | lower unionization |

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| *ANSWER:* | b |

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| 16. According to the Work Foundation and Institute for Employment Studies in the United Kingdom, what percentage of investment in human resources will produce an approximate increase of $2800 of profit per employee?

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|   | a.  | 1 percent |
|   | b.  | 5 percent |
|   | c.  | 10 percent |
|   | d.  | 50 percent |

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| *ANSWER:* | c |

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| 17. Which of the following organizations establishes national core standards for the HR profession in Canada?

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|   | a.  | CSIOP |
|   | b.  | CPHR |
|   | c.  | CPA |
|   | d.  | CHRP |

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| *ANSWER:* | b |

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| 18. Why do growing numbers of employers require their human resources professionals to have professional designations?

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|   | a.  | Certified human resources professionals must adhere to a code of ethics that dictates standards of performance. |
|   | b.  | Certified human resources professionals clearly understand all legislation. |
|   | c.  | Certified human resources professionals can enforce organizational conflict-of-interest policies and ethical codes of conduct. |
|   | d.  | Certified human resources professionals are certified in their HR field of expertise, which requires less post-secondary education. |

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| *ANSWER:* | a |

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| 19. Why might you consider acquiring a professional designation in human resources?

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|   | a.  | Ethical standards are defined, which will allow you to easily resolve workplace ethical dilemmas. |
|   | b.  | It will certify you to provide advice concerning legal and ethical behaviour. |
|   | c.  | It will identify you as someone possessing HR knowledge, skills and abilities, and ethical behaviour. |
|   | d.  | It is recognition of achievement of all the HR competencies, meaning that you will require minimal post-secondary education. |

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| *ANSWER:* | c |

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| 20. The HRM of Northshore Industries has not developed a code of ethical conduct for its employees because senior management believes that it places unnecessary constraints and limited flexibility on management decisions such as recruitment and selection. With what might the HRM be most concerned?

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| --- | --- | --- |
|   | a.  | organizational culture |
|   | b.  | legal requirements and equitable practices |
|   | c.  | conflict of interest |
|   | d.  | poor leadership |

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| *ANSWER:* | b |

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| 21. Ethics can be defined in a variety of ways. According to the textbook, which of the following is NOT a definition of ethics?

|  |  |  |
| --- | --- | --- |
|   | a.  | knowing what is good from what is bad |
|   | b.  | determining what is moral from what is immoral |
|   | c.  | identifying what may be done from what may not be done |
|   | d.  | distinguishing what is right from what is wrong |

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| *ANSWER:* | a |

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| 22. The CEO of your company asks you to hire an older woman to avoid the significant family-related challenges and high turnover rate that comes with hiring younger administration employees. What is this is an example of?

|  |  |  |
| --- | --- | --- |
|   | a.  | streamlining internal company staffing policies |
|   | b.  | recruitment and retention constraints |
|   | c.  | balancing the rights and interests of employees and management |
|   | d.  | the need for written codes and standards of conduct |

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| *ANSWER:* | d |

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| **Scenario 1-1**You are excited about your new position as the human resource manager for Scribe Engineering. The CEO of this medium-sized Canadian software development company has clearly stated that one of your first tasks is to deal with the difficulties the company is experiencing in recruiting and retaining several of its office administration positions. The CEO wants hard evidence to back up your staffing costs. |

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| 23. Refer to Scenario 1-1. Upon what would you initially want to concentrate your efforts?

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| --- | --- | --- |
|   | a.  | understanding the external organizational factors affecting recruitment and selection |
|   | b.  | ensuring that human resource planning is integrated with the strategic planning of the organization |
|   | c.  | determining which recruitment and retention processes are economically and technically feasible |
|   | d.  | ensuring that organizational information contained in the human resource information systems is current, secure, and confidential |

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| *ANSWER:* | b |

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| 24. Refer to Scenario 1-1. What is a current internal factor that may have an impact on Scribe Engineering’s recruitment and selection practices?

|  |  |  |
| --- | --- | --- |
|   | a.  | human rights legislation |
|   | b.  | organization values, mission, and strategic goals |
|   | c.  | knowledge, skills, and abilities available in the labour market |
|   | d.  | industry and organization type and size |

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| *ANSWER:* | b |

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| 25. Refer to Scenario 1-1. What is a current economic challenge that may have an impact on the recruitment and selection practices at Scribe Engineering?

|  |  |  |
| --- | --- | --- |
|   | a.  | human rights and total compensation issues |
|   | b.  | global competition |
|   | c.  | rapid advances in information technology |
|   | d.  | changing work force demographics |

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| *ANSWER:* | b |

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| **Scenario 1-2**You have recently been hired as the human resources manager for a small Canadian aviation company. The president of TS Inc. has asked you to review the staffing function to determine how ready the organization is to use technology in its recruitment and selection process. She is excited about the potential of utilizing staffing social networking technologies but wants to ensure you take the steps required to ensure success. |

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| 26. Refer to Scenario 1-2. What is TS Inc.’s goal for recruitment?

|  |  |  |
| --- | --- | --- |
|   | a.  | to find and screen job applicants |
|   | b.  | to hire job candidates |
|   | c.  | to generate an applicant pool |
|   | d.  | to find and hire the best aviation employees |

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| *ANSWER:* | c |

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| 27. Refer to Scenario 1-2. What is TS Inc.’s goal for selection?

|  |  |  |
| --- | --- | --- |
|   | a.  | to choose aviation candidates from an applicant pool |
|   | b.  | to find the best possible aviation professionals to hire |
|   | c.  | to find and hire the best person for each aviation position |
|   | d.  | to generate and build a large aviation applicant pool |

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| *ANSWER:* | a |

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| 28. Refer to Scenario 1-2. What would indicate that the recruitment and selection process has been successful at TS Inc.?

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| --- | --- | --- |
|   | a.  | the process is valid and reliable |
|   | b.  | the continued use of effective but unproven practices |
|   | c.  | the use of technology to facilitate and improve recruitment and selection |
|   | d.  | a significantly large number of applications for job positions |

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| *ANSWER:* | a |

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| 29. Refer to Scenario 1-2. What two important principles should be followed if TS Inc.’s human resource system is to function properly?

|  |  |  |
| --- | --- | --- |
|   | a.  | Build a sustainable staffing strategy and use Web-based technology. |
|   | b.  | Coordinate human resources activities with other parts of the organization and use a systems-thinking approach. |
|   | c.  | Systematically integrate diversity and manage human resource information systems. |
|   | d.  | Build a strong culture and enhance communication systems. |

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| *ANSWER:* | b |

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| 30. Refer to Scenario 1-2. What would be a critical initial question you would want to ask to assess TS Inc.’s recruitment and selection practices?

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| --- | --- | --- |
|   | a.  | What are the personnel needs of TS Inc.? |
|   | b.  | What are the external factors affecting the human resource and organizational strategies? |
|   | c.  | What are the human resource information system needs of TS Inc.? |
|   | d.  | How ready and committed is TS Inc. to moving beyond traditional practices to a more technical approach? |

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| *ANSWER:* | b |

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| 31. Refer to Scenario 1-2. What does TS Inc. accomplish by using technology in its recruitment and selection process?

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| --- | --- | --- |
|   | a.  | It provides access to a wide pool of candidates |
|   | b.  | It coordinates human resource activities with other parts of the organization by using a systems-thinking approach. |
|   | c.  | It determines which recruitment and retention processes are economically and technically feasible. |
|   | d.  | It guarantees that organizational information contained in human resource information systems is current, secure, and confidential. |

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| *ANSWER:* | b |

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| 32. Refer to Scenario 1-2. What current legislative requirement challenge may have an impact on TS Inc.’s recruitment and selection practices?

|  |  |  |
| --- | --- | --- |
|   | a.  | human rights, privacy, and security issues |
|   | b.  | rapid advances in information technology |
|   | c.  | changing work force demographics |
|   | d.  | total compensation and reward strategy |

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| *ANSWER:* | a |

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| 33. Refer to Scenario 1-2. Why might TS Inc. state that a professional HR designation is required?

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| --- | --- | --- |
|   | a.  | HRM professional associations define the competencies and ethical guidelines for human resources professionals. |
|   | b.  | HR professionals clearly understand and can oversee employment legislation. |
|   | c.  | The certification sets a high standard that requires less training and the costs associated with continuing education. |
|   | d.  | Professional ethical standards are defined, allowing HR professionals to easily resolve workplace ethical dilemmas. |

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| *ANSWER:* | a |

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| 34. Refer to Figure 1.1. Which of the following are external factors that affect the HR system?

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| --- | --- | --- |
|   | a.  | legal and socioeconomic environments |
|   | b.  | vision, values, and mission |
|   | c.  | strategic objectives and organizational requirements |
|   | d.  | personnel competence, commitment, and effectiveness |

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| *ANSWER:* | a |

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| 35. Recruitment and selection, training and development, succession planning and compensation are all functions within what process?

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| --- | --- | --- |
|   | a.  | performance management |
|   | b.  | succession planning |
|   | c.  | talent management |
|   | d.  | career management |

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| *ANSWER:* | c |

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| 36. What is an HRIS?

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| --- | --- | --- |
|   | a.  | a computerized version of an HR system |
|   | b.  | a payroll and benefits processing method |
|   | c.  | a method of identifying new recruits |
|   | d.  | a computer-based system that tracks and manages employee data |

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| *ANSWER:* | d |

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| 37. What important principles underlying Figure 1.1 are critical for the human resource system to function properly?

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| --- | --- | --- |
|   | a.  | two-way communication between human resource functions and business units |
|   | b.  | assessment of the strengths and weaknesses of the external and internal environment |
|   | c.  | thinking in systems terms and coordinating human resource activities with all organizational units and people |
|   | d.  | a focus on productivity and profitability through recruitment and selection processes |

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| *ANSWER:* | c |

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| 38. According to the textbook, what is the ratio of men to women in the Canadian work force aged 18 to 65?

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|   | a.  | 62.8 to 62.1 |
|   | b.  | 63.9 to 62.6 |
|   | c.  | 64.2 to 59.1 |
|   | d.  | 70.3 to 68.5 |

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| --- | --- |
| *ANSWER:* | d |

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| 39. What percentage of the work force between the ages of 25 and 65 has achieved post-secondary educational credentials in Canada?

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|   | a.  | 25.5 percent |
|   | b.  | 38.3 percent |
|   | c.  | 64.1 percent |
|   | d.  | 73.9 percent |

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| *ANSWER:* | c |

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| 40. Most collective agreements require the employer to do which of the following?

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|   | a.  | Hire only union members. |
|   | b.  | Use seniority as the only requirement for candidate consideration. |
|   | c.  | Ensure diversity in the workplace. |
|   | d.  | Use selection procedures defined in the collective agreement. |

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| *ANSWER:* | d |

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| 41. Which of the following is a step that must be completed in the Recruitment and Selection Action Plan?

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|   | a.  | Conduct short screening interviews. |
|   | b.  | Develop selection criteria. |
|   | c.  | Conduct valid and reliable employment tests. |
|   | d.  | Advertise vacancy to current employees. |

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| *ANSWER:* | b |

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| 42. Which of the following is NOT a principle for the Canadian Code of Ethics for Psychologists?

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|   | a.  | support for diversity |
|   | b.  | responsibility to society |
|   | c.  | integrity in relationships |
|   | d.  | respect for dignity of persons |

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| *ANSWER:* | a |

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| 43. Psychologists must follow ethical standards when carrying out employment tests. What type of issue are they NOT involved with in applying ethical standards?

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| --- | --- | --- |
|   | a.  | confidentiality of the test results |
|   | b.  | strategic contribution of tests to organization effectiveness |
|   | c.  | informed consent of the test taker |
|   | d.  | competence of test administrators and evaluators |

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| --- | --- |
| *ANSWER:* | b |

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| 44. Recruitment refers to the choice of job candidates from a previously generated pool of candidates.

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|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 45. Effective recruitment and selection practices identify job applicants with the appropriate level of knowledge, skills, abilities, and other requirements needed for successful performance in a job and organization.

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|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 46. Human resources management is an independent function within an organization and generally acts in isolation to meet the human resource needs of the organization.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 47. Recruitment and selection are the most important talent management functions.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 48. HRM must coordinate human resource activities with all parts of the organization and people.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 49. Bad hires may cost an organization as much as 30 percent of a new hire’s potential earnings.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 50. Talent management comprises the training and development of current employees.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 51. Empirical studies demonstrate that organizations using effective recruitment and selection practices gain a competitive advantage in the marketplace.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | True |

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| 52. Recruitment and selection decisions must be coordinated with all parts of the organization, although final decisions must remain with HRM.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 53. Effective human resource managers are strategic thinkers.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 54. An environmental scan follows the development of the organization strategy.

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|   | a.  | True |
|   | b.  | False |

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| --- | --- |
| *ANSWER:* | False |

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| 55. Two external factors that are elements of an environmental scan are the economic climate and work force demographics

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 56. All provincial HR associations have endorsed the CCHRA’s national standards for granting the Canadian Human Resource Professional designation.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 57. Ethical decision making is always clear-cut.

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| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 58. Law is the means by which we distinguish what is right from wrong, what is moral from what is immoral, and what may be done and may not be done in a profession.

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|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | False |

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| 59. Ethical codes place constraints on what members may and may not do when practising human resources management, including recruitment and selection.

|  |  |  |
| --- | --- | --- |
|   | a.  | True |
|   | b.  | False |

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| *ANSWER:* | True |

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| 60. Define and describe the differences between human resource planning, recruitment, and selection.

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| *ANSWER:* | *Human resource planning* is the process of planning for the number and types of people that move into, within, and out of an organization. *Recruitment* is the generation of an applicant pool for a position or job in order to provide the required number and quality of candidates for a subsequent selection or promotion program. *Selection* is the choice of job candidates from a previously generated applicant pool in a way that will meet management goals and objectives as well as current legal requirements. It is concerned with the acquisition, deployment, and retention of the accurate quantity and quality of employees (i.e., employees with the skills, abilities, knowledge, and experience required to perform well) to increase the organization’s effectiveness. |

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| 61. List several ways that recruitment and selection are important to organizations.

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| *ANSWER:* | • Hiring the right people with the right skills leads to positive economic outcomes for an organization.• Effective recruitment and selection contributes to the competitive advantage of an organization.• Best practices in recruitment and selection reduce employee turnover and increase productivity.• Recruitment and selection contributes to profits.• Productivity and profitability are affected by recruitment and selection.• Employee trust is strengthened through effective recruitment and selection practices.• The knowledge, skills, and abilities of an organization’s current and future employees are improved.• Motivation is increased.• Retention is improved. |

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| 62. What factors can be assessed in order to measure the impact of effective human resources management practices?

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| *ANSWER:* | There are numerous measures that can be assessed in order to measure the impact of effective human resources management practices. According to the textbook, the following practices add value:• Recruitment and selection can lead to an organization’s success or failure.• Differences in skills among job candidates translate into performance differences on the job.• Hiring the right people with the right skills leads to positive economic outcomes for an organization.• Effective recruitment and selection contributes to the competitive advantage of an organization.• Best practices in recruitment and selection reduce employee turnover and increase productivity.• Recruitment and selection contributes to profits.• Productivity and profitability are affected by recruitment and selection.• Employee trust is strengthened through effective recruitment and selection practices.• The knowledge, skills, and abilities of an organization’s current and future employees are improved.• Motivation is increased.• Retention is improved.Research now exists that provides data on how effective recruitment and selection practices can improve an organization’s bottom line in these areas. |

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| 63. Describe two examples of the current socioeconomic and demographic composition of the Canadian work force. Identify how these factors may affect human resources recruitment and selection. (You may expand this question to incorporate “employer of choice.”)

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| *ANSWER:* | • legislation (e.g., human rights, employment standards, privacy)• global competition (e.g., repatriation, cultural diversity)• rapid advances in information technology (e.g., HRIS and online recruitment)• changing work force demographics (e.g., Gen X, higher expectations)• knowledge, skills, and abilities available in the labour market (e.g., shortages in health-care professions) |

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| 64. Define *strategy* then explain how HR activities can support organizational strategy. To measure the value of recruitment and selection to the organization, refer to any organization’s strategy and show how HR supports the strategy. It is essential that human resource managers demonstrate the benefit, effectiveness, worth, and value of their staffing processes. This can be done by measuring specific criteria and analyzing the bottom-line costs and benefits. Describe three potential costs and benefits of an effective recruitment and selection process. Reflect on an organization you have worked for (or are familiar with), and explain how you might measure the value of recruitment and selection to the organization’s bottom line.

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| *ANSWER:* | Strategy is the formulation of organizational objectives, competitive scopes, and action plans for gaining advantage. Some possible costs and benefits of effective recruitment and selection are listed below.*Costs*• hiring a consultant or providing training using an internal recruiter• providing job analysis or position description• establishing job performance criteria• undertaking organizational analysis• doing human resource planning• considering legal and ethical issues• reviewing the labour market, and understanding and locating the target audience• filling a position temporarily (if required)• adding administration tasks (e.g., employee requisitions, use of facilities, arranging time and travel to interviews, paper, computers, telephone, forms)• maintaining company Web page career site• developing human resource information systems and technical support• developing a recruitment strategy• dealing with recruitment constraints (e.g., legal environment, costs, business plan, job level and type, international assignment)• screening applicants (e.g., application forms, résumés, work samples or simulations, testing)• preparing assessment tools, such as job knowledge interview questions, case study/incidents, job and workplace walk-through, computer-based assessment, role-play, business games, demonstration of skill, oral or written presentation, graphic representation• undertaking job advertisements and recruitment procedures using, for example, executive search firm, online recruiters, national newspaper, professional associations, private employment agencies, succession planning, campus fairs• undertaking applicant reviews, short listing, and reference checks• communicating and sharing accurate organization and job information (e.g., through annual reports, career profiles, organizational charts, news articles)• creating realistic job previews and probationary reviews• following up with all applicants• establishing and utilizing a selection committee• interviewing• carrying out orientation, socialization, mentoring, and training• providing evaluation• paying lost opportunity costs (e.g., lower productivity, lost profits, lost clients)• dealing with negative effects on morale and decreased productivity due to poor staffing processes• developing and monitoring international assignments (expatriate cross-cultural and language training and relocation costs)• developing a diverse work force (e.g., with generational and cultural differences)• dealing with a wrong hire and turnover within the first year• paying termination and severance costs, legal fees, financial and career transition consultants’ fees• paying legal expenses (e.g., contracts)• paying employee referral bonuses*Benefits*• increased number of applicants attracted per method• reduced time required to get applicants• reduced costs per applicant attracted• increased ratio of qualified to unqualified new employees• reduced time from start to hiring of applicant• increased yield ratio (the percentage of applicants from a staffing source who make it to the next stage of the staffing process)• reduced turnover of hires• improved performance of new hires, which involves tracking the performance and behavioural outcomes of individuals hired• improved attitudes about the organization and position (e.g., measurable job satisfaction, engagement, and commitment)• increased effectiveness of method• improved outcomes of hiring process, with evidence provided (e.g., by exit interviews and surveys)• reduced combined costs of recruitment and selection (i.e., all costs divided by total hires)• improved retention• achievement of human resource planning goals• improved number and quality of applications received• improved outcomes from various recruitment events• improved skill and motivation among new employees• increased productivity and profits• reduced lead time or hiring cycle |

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| 65. Describe how mission, vision, and value statements affect recruitment and selection.

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| *ANSWER:* | Mission, vision, and value statements *define the essential characteristics of an organization and provide a foundation to help HR describe the ideal qualities required in candidates: the KSAOs that will contribute to the organization achieving its competitive advantage. When effectively articulated,* mission, vision, and value statements *tell potential employees why they would want to join the organization. M*ission, vision, and value statements *set selection criteria above simply meeting the requirements of a particular job at a point in time.* |

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| 66. Describe five socioeconomic factors that influence Canadian organizations, and that may comprise elements of an environmental scan.

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| *ANSWER:* | a. Globalization∙ Half of Canadian exports come from foreign markets, so the country is vulnerable.∙ Globalization increases the level of competition for customers as well as employees.b. Technology∙ Advances in technology reduce the need for labour in some industries.∙ Technology has changed the way applicants apply for jobs. Online applications have replaced traditional hard copy methods.∙ Technology changes the recruitment and selection of individuals (e.g., through the use of search engines, employment testing, résumé matching, and the tracking of applicants and employees).c. Demographics∙ The ratio of men to women in the work force is almost at par, which gives more visibility to women, although their wages are still approximately at 70 percent of men’s.∙ The number of baby boomers heading for retirement is increasing and this is leaving a large gap that is not being met with younger employees; families are also having fewer children.d. Unionization∙ Although unionization as a percentage of the work force is decreasing, with less than 30 percent of the work force belonging to unions, the number of workers in professional unions is increasing.∙ Public service employees are highly unionized at about 70 percent.∙ Unions have artificially increased wages beyond what is acceptable, and there are many instances where companies close their doors in one place and later relocate in a non-unionized environment.e. Economic context∙ The global recession of 2008 had serious consequences around the world, including job loss, salary and benefit reductions, hiring freezes, and downsizing.∙ In labour oversupply situations, employers must focus more on the selection of applicants as opposed to the recruitment of them.∙ Best practices need to be developed for companies to survive in the new economy where the rules have changed. |

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| 67. What are the advantages of obtaining a professional designation such as the CHRP?

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| *ANSWER:* | A CHRP or similar designation identifies you as possessing the required knowledge and skills to practise human resources management. It also indicates a professional who will act ethically. Recent research by HRPAO indicates that those with the CHRP have an advantage over those who do not when seeking and maintaining employment, and in terms of compensation levels and stakeholders’ perception of their achievement. Increasingly, employers are requiring the CHRP for employment of all HR professionals. |

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| 68. What are the four major principles that apply to HR practitioners which are similar to those found in the CPA Code of Ethics?

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| *ANSWER:* | Principle P1: Members have a duty to discharge all of their professional responsibilitieshonourably, competently, and with integrity.Principle P2: Members have a duty to protect and promote the profession and tocooperate with the Association.Principle P3: Members have a duty to act in the best interest of their clients andemployers.Principle P4: Members must at all times act in a manner that advances the principlesof health and safety, human rights, equity, dignity, and overall well-being inthe workplace. |

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| 69. What are ethics and how do they relate to recruitment and selection?

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| *ANSWER:* | *Ethics* is defined as the determination of right and wrong, the standards of appropriate conduct or behaviour for members of a profession, or what those members may or may not do.All professionals must adhere to a code of ethics that dictates standards of performance. In all codes, members are required to obey the laws of the country, avoid conflicts of interest, and remain current in their fields of expertise. Ethical codes outline other obligations that their members have to clients, management, and workers, as well as to the larger society. HR ethical codes place constraints on what their members may and may not do when practising human resource management, including recruitment and selection. There are many ethical issues that HR professionals will face when involved in recruitment and selection (e.g., equity, confidentiality). |

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