

## Chapter 14 Outline

Recruiting  
    Internal Recruiting  
    External Recruiting

Selecting  
    Selection Tools  
    Evaluating Applicants  
    Interviewing

Hiring  
    Job Offers  
    Processing Personnel Records

Orienting

Skills Training  
    Prepare to Train  
    Present the Training  
    Practice Skills  
    Follow Up

Staff Scheduling  
    Alternative Scheduling Techniques

Staff Motivation  
    Training  
    Cross-Training  
    Recognition  
    Communication  
    Incentive Programs  
    Performance Appraisals

Summary

## Competencies

1. Describe the advantages and disadvantages of internal and external recruiting methods. (pp. 531–537)
2. Summarize the selection process, including how managers use selection tools, evaluate applicants, and interview applicants. (pp. 537–550)
3. Identify the steps in effective hiring and orientation. (pp. 550–552)
4. Explain the four-step training method. (pp. 553–565)
5. Identify techniques that front office managers can use to schedule and motivate staff members. (pp. 565–572)