

Chapter 3 Outline

The Supervisor and the Human Resources Department
Learning from Employee Turnover
Making Jobs Easier to Fill
 Flex-time
 Compressed Schedules
 Job Sharing
Internal Recruiting
 Develop a Career Ladder
 Inventory Employees' Skills
 Cross Train Employees
 Post Job Openings
External Recruiting
 Friends/Relatives of Current Employees
 Educational Work-Study Programs
 Networking
Interviewing Applicants
 Beginning the Interview
 Conducting the Interview
 Questioning Techniques
 Closing the Interview
 Following Up
The Selection Decision
The Supervisor and Human Resources Planning
 Short-Range Approach
 Long-Range Approach
 Supervisor's Role

Competencies

1. Describe how supervisors work with the human resources department to recruit new employees. (pp. 73–76)
2. Explain how supervisors can make open positions easier to fill. (pp. 76–78)
3. Identify the advantages and disadvantages of internal recruiting. (pp. 78–81)
4. Identify the benefits and drawbacks of external recruiting. (pp. 81–84)
5. Describe what supervisors should do before, during, and after interviewing applicants. (pp. 84–96)
6. Explain how supervisors can contribute to human resources planning. (pp. 97–98)