
■ Glossary of Terms Used in This Handbook

360 Degree Evaluation

Employee evaluation process where an employee's superiors, peers, subordinates, other inside staff and sometimes outside personnel such as customers give input to the evaluation (*see also multi-source assessment*)

4/5ths or "80 Percent" Rule

A "rule-of-thumb" stating that discrimination often is thought to happen if the selection rate for a protected group is less than 80% of the selection rate for the majority group

A

Ability Test (Clerical, Dexterity, Mechanical)

One of various selection tests or assessments used to evaluate learned skills

Ability to Deal with Others

A factor interviewers consider in selecting among job candidates

Acceptable Pre-employment Questions

Questions used by interviewers which comply with legal and regulatory requirements

Acceptance Rate

A measurement of hiring effectiveness—the percentage of applicants hired divided by the total number of applicants

Access to Employee Information

Authority to review confidential employee information

Accommodation

Also referred to as "reasonable accommodation;" an adjustment or modification to a job or work environment which enables a qualified person with a disability to have equal employment opportunity

Accountability

In classifying and describing a job, the answerability for action and for the consequences of the action. It is the measured effect of the position on end results

Adaptability

Assessment factor indicating a person who sees others' points of view and adapts to different situations and people

Administrative Exemption

Definition of factors designating a job as exempt status including: responsible primarily for non-manual or office work related to management policies; routinely uses discretion and independent judgment and makes important decisions; routinely assists executives and works under general supervision

Adverse Impact

A consideration for test use which states that employer policies or practices that have a "disproportionate adverse impact" on the employment opportunities of any race, sex or ethnic group are not permitted under Title VII of the Civil Rights Act or Executive Order 11246, unless they can be justified by "business necessity"

Adverse Selections

Circumstance where only higher risk employees select and use certain benefits

Affirmative Action

Program where employers are encouraged to hire selected groups of people on the basis of their age, race, gender or national origin to mitigate historical discrimination

Affirmative Action Plan (AAP)

Written program prepared annually dealing with affirmative action and submitted to enforcement agencies

Age Discrimination

Improperly disallowing opportunity for employment, advancement or other considerations on the basis of age

Age Discrimination in Employment Act (as amended in 1978 and 1986)

Prohibits discrimination against persons over age 40 and restricts mandatory retirement requirements, except where age is a bona fide occupational qualification

Agents or Assigns (Employment Application)

Persons or entities used by employers to assist in the employment function, including requesting information and providing information on behalf of the employer; e.g. services retained to perform background checks on applicants

Alternative Applicant Sources

Any of a wide variety of different means and avenues to find job applicants which are non-traditional in nature

Americans with Disabilities Act (ADA)

A 1990 act which requires employer accommodation of individuals with disabilities

Ancestry

A person's line of descent. In employment, it is illegal for an employer to discriminate on the basis of ancestry

Appearance (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to how appropriately the person was dressed and groomed in terms of the needs of the job

Applicant

Persons expressing interest in and applying for jobs

Applicant Pool

In recruiting, all people who are evaluated for employment selection

Applicant Population

A subgroup of the labor force population available for selection using a specific recruiting method

Applicant Rating Grid

A simple table filled in by an employer indicating how a job candidate rates on a pre-employment test and the prerequisites for a specific position

Applicant-to-Hire Ratio

Measure of hiring efficiency where the number of persons hired for a job is divided by the number of applicants for the job

Application

Employer-developed document used to collect and record background and qualification information on job candidates

Application Verification

Action in the application process for employment where the employer investigates and verifies information provided by the applicant

Applications as Legal Documents

Concept that the information presented on an employment application is to be accurate, complete and correct and that by signature of the applicant such information may be used for business and legal action (including termination for misrepresentation)

Appraisal, Evaluation, Reviews

Various terms used for the process of evaluating an employee's performance on a job

Apprentice Training

A method of training where one person is assigned to work under the direction of a skilled worker to learn by practical experience a skill, trade, art, etc.

Appropriate Responsiveness

A factor interviewers consider in selecting among job candidates which refers to how the person responds to questions in terms of being on point, well structured and informative. Can also refer to how a candidate deals with others and situations under varying circumstances

Approved Pay Range

The final, authorized pay parameters for a job; used in establishing what the pay will be for positions

Aptitudes

General learning ability or ability to acquire a skill needed to perform a job. May include mental, mechanical and verbal components

Arbitration

Resolution process where a neutral third party makes a decision

Assertiveness

Pre-employment assessment factor indicating person with an outgoing nature and one who is comfortable dealing with people

Assessment Centers

One of various tests or assessment methods used as part of the selection process where a series of assessments are used for selection

Assessment Instruments

Any of a variety of paper-and-pencil, oral, electronic or similar tests used as a part of the hiring, development and career planning and evaluating process

**Assistant-to
(Management Development Technique)**

Training or development technique where a person serves in a staff role reporting to a manager who can show the person the workings of a particular job

Attitude Survey

An employee survey designed to evaluate feelings and beliefs about jobs and the organization

At-Will

A doctrine in common law which states employers have the right to hire, fire, demote or promote whomever they choose unless there is a law which disallows such action

Authority

The power to influence people or situations; it is a consideration in establishing the weight or value of a job for pay purposes

Authorization for Job

Official, appropriate approval for filling of a vacancy with the terms established for the specific job

Authorization to Release Information

Written permission from a job applicant permitting a prospective employer to check background information. Often this is a pre-printed form with a statement from the employer disclosing a check will be conducted and that the applicant will receive a copy of the report. Is also a form signed by job applicants granting permission for previous employers and similar persons to release information to a prospective employer

Availability Analysis

The number of people of a protected class available to work in a designated labor market for specific jobs

B

Background Check

Process of verifying information provided by applicants regarding prior employment, education, experience and related information

Bargaining Unit

Employees eligible to choose a single union to represent and bargain collectively on their behalf

Base Pay

The basic pay employees receive as salary or wage exclusive of additives such as overtime, holiday pay, shift premium, etc.

Behavior Modeling

Where one person copies and acts similar to another person

Behavioral Interview

A type of employment interview where applicants give specific examples of how in the past they performed a particular task or dealt with a work situation

Behavioral Ratings

An employee evaluation recording method used to evaluate how the employee behaves in situations

Benefit

Indirect rewards given to a group of employees or single employee based upon organization membership

BFOQ

Acronym for Bona Fide Occupational Qualification

Body Language (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to the gestures and mannerisms used to communicate and how they support or affirm the words spoken or information given

Bona Fide Occupational Qualification (BFOQ)

Consideration which is a legitimate reason for an employer to exclude people on what would normally be an illegal consideration

Bonus

Payment which is not considered part of base pay

**Business Games
(Management Development Technique)**

Training or development technique where the learner analyzes a situation and determines the best course of action (*see also simulation*)

Business Necessity

Necessary practice for the safe, orderly and efficient operation of business

C

Candidate

Person who has passed initial qualification for a job and awaits final screening and selection

Candidate Information

General information included in a job posting or ad about years of experience required for a job, characteristics of a successful person for the job and similar information

Career

The work-related positions a person works in throughout life

Career Development

Long-term career broadening assignments given to an employee with the objective of better qualifying the person for advancement

Career Goals (as Interview Factor)

A factor interviewers consider in selecting among job

candidates which refers to the ultimate occupation or vocation to which s/he aspires

Career Paths

Job sequences employees follow over time

Case Studies (Management Development Technique)

Training or development technique where the learner may be in a classroom and go over the application and analysis of a fictitious or real life situation to gain experience

Cash Balance Plan

Retirement plan where benefits are calculated on the basis of accumulated annual company contributions and shown as percentage of pay plus annual interest

Category Ratings

An employee evaluation recording method using a simple notation of rating on standard forms with levels of performance for job criteria and behavioral factors

Certification (Employment Application)

Statements included on the employment application indicating that, with signature by the applicant, information given is true and accurate, and that certain considerations may be in place (e.g. a drug-free workplace policy) which the applicant agrees to abide by

Checklist for Effective Hire

A summary check-off listing of items and considerations to review and accomplish to insure a comprehensive and completed hiring process which includes training, forms to complete, etc.

Citizenship

Being a citizen of a country. In employment, organizations must determine if U.S. residence is legal. Applicants must provide proof of authorization to work in the United States

Civil Rights

The rights of personal liberty guaranteed to U.S. citizens by the Constitution and Congress

Civil Rights Act of 1991

Overtures several past Supreme Court decisions and changes damage claims provisions

Classification

In defining a job, an indication of whether a job is exempt (management) or non-exempt (non-management)

Closing Date for Applications

Pre-determined date when an organization will stop accepting applicants for a specific job opening

Coaching (Management Development Technique)

Feedback and training on performing work given to employees

Cognitive Ability Test

Developed tool to measure a person's mathematical, memory, reasoning, thinking and verbal skills

Commission

Pay in dollars computed as a percentage of sales

Compa-ratio

Employee's pay divided by the dollar amount midpoint of his or her pay range

Comparisons

An employee evaluation recording method where employees are compared against each other in the same or similar work situation

Compensation

Pay or wage provided for work performed. An area of human resource management associated with planning and administering how employees are paid

Compensation Planning

The overall process of evaluating, comparing, adjusting and updating pay programs to ensure internal and external pay equity

Compensatory Time Off

Time off given to an employee in place of pay for extra time worked by the employee

Competencies

An employee's or group of employees' specific capabilities which correspond to enhanced performance

Competency-Based Pay

Basing amount of pay a person receives upon the capabilities they demonstrate and acquire

Competent Legal Counsel

Professionals practicing law or similarly certified and entitled to practice law and counsel on relevant legal and regulatory requirements

Competitive Wage

An amount paid for work performed which is typical of the market for the same work performed

Complaint

An expression of employee dissatisfaction which has not been put into writing

Compressed Workweek

Arrangement in which a full week's work is completed in fewer than the typical five eight-hour days

Conciliation

Resolution process where a third party intervenes to keep two parties such as management and union negotiators talking so that the parties can reach a voluntary settlement

Concurrent Validation

A procedure showing validity where current employees are tested and their scores are compared (correlated) with their job performance ratings

Confidence (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to the person's feelings about his or her own powers and abilities to succeed

Confirming the Job Need

Verifying the requirement for filling a job and defining the relevant information necessary to hire personnel

Consistent Pay

On an employment application, similar or increasing wages over time in a job or with changes between jobs

Consistent Work Record

On an employment application, a continuous work history and continuing dates of employment without extended periods of no work

Construct Validity

A procedure showing validity where a relationship between an abstract characteristic and job performance is established

Constructive Discharge

Intentionally making work conditions intolerable for an employee to the point that the employee quits

Content Validity

A non-statistical, logic-based measure of an assessment's validity; identifies the knowledge, skills, abilities and other characteristics necessary to perform a job

Contingent Offer of Employment

Formal offer of employment made to a job candidate by an employer with certain conditions which must be met by the new employee; can include qualifying

with certain job-related tests, meeting certain appearance requirements, having required equipment, etc.

Contingent Workers

Non-permanent employees including temporary employees, contractors, leased employees, part-time employees and similar alternative work force personnel

Contract (Employment Contract)

A written document explaining the working relationship of a person who provides services to an organization but who is not an employee of the organization

Contractors

Persons not employed by an organization who by contract or agreement provide services to the organization and receive pay for work performed

Contractual Rights

Rights of an employee based upon a specific contract between an employer and employee

Co-payment

Program where employees pay a designated portion of the cost of prescription drugs, insurance premiums and medical care

Convictions

With hiring, this refers to actual court convictions where a court decision is given. Convictions rather than arrest records are to be used to avoid disparate treatment

Core Responsibilities

Primary functions of a job

Cost of Employee Turnover

Costs resulting from replacing employees who terminate service

Cost-of-Living Adjustment (COLA)

An adjustment to base pay for work performed related to the cost of purchasing certain goods and services included in an accepted standard level of consumption

Cover Letter

An applicant-written letter to a prospective employer introducing the applicant, highlighting key background and qualification points; often accompanies a resume

Criminal Record

A person's recorded conviction record. At hire it is acceptable for employers to inquire about convictions other than misdemeanors

Criterion-Related Validity

A procedure showing validity where a test is used as the predictor of how well a person will perform the job

Cross Training

Training employees to perform more than one job

D

Defined-Benefit Plan

Retirement program where employees are promised an amount of pension which is based upon company service or age

Defined-Contribution Plan

Retirement program where employers make annual payments to the employees' pension accounts

Defining the Position

Analyzing jobs, clarifying the specific needs and parameters of the job and developing a written description of the job

Dependability

Pre-employment assessment factor indicating a person who performs what is expected and follows directions without close supervision

Development

Company actions and programs to improve an employee's ability to perform various assignments and to enhance the employee's capabilities beyond the abilities required in the current job

Disability

A physical or mental impairment which substantially limits a person in some major life activity

Disability Discrimination

Improperly disallowing opportunity for employment, advancement or other considerations on the basis of a candidate's disability

Disabled Person

A person with a mental or physical impairment which substantially limits life activities, who has a record of such impairment or who is regarded as having such impairment

Discipline

A form of training to mold and correct behavior to comply with organization rules

Disclaimer (Employment Application)

Statements included on the employment application which qualify inclusion of information or indicate actions to be taken or clarify extent of legal considerations (e.g. holding a prior employer harmless for presenting background information)

Discrimination

Making a distinction between individuals. Such distinction may or may not be improper based upon legal and regulatory requirements

Dismissal Discipline

Disciplinary action, normally at the end of the progressive discipline process (or immediately for certain infractions), which is issued and detailed in writing, results in termination from work and normally is retained in an employee discipline log

Disparate Impact

Circumstance where members of a protected class are substantially under-represented due to employment decisions which disadvantage the class members

Disparate Treatment

Circumstance where members of a protected class are treated differently from others

Disproportionate Adverse Impact

Consideration pertaining to test use which states that employer policies or practices that have a significantly high impact on the employment opportunities of any race, sex or ethnic group are not permitted under Title VII or Executive Order 11246, unless justified by "business necessity"

Draw

Advance in employee pay from future commissions earned which is repaid

Drug-Free Workplace

An organization and workplace which has a program directed at eliminating employee drug use. Such programs may be regulated by state law

Dual-Career Ladder

Job sequence or ladder which enables an employee to advance up either management rungs or up non-management professional/technical rungs during career advancement

E

e-Learning

Using the Internet or an internal intranet to participate in on-line training

Economic Adjustment

A change in base pay, normally for only selected employee groups, made to align pay with the typical market pay for a job

Education as Continuing Learning

A process during which employees acquire capabilities to assist in the accomplishment of the goals of an organization. As a process, "education" refers to the learning and application of concepts and theories (*see training and development*)

EEO-1

An employer general information and employee data report filed annually to the Equal Employment Opportunity Commission by employers meeting certain requirements

EEOC (Equal Employment Opportunity Commission)

A federal enforcement agency created by Title VI of the Civil Rights Act of 1964 and charged with ending discrimination and promoting voluntary action with equal employment

Emotional Stability

A factor interviewers consider in selecting among job candidates which refers to various indicators of how the person interacts with others, work and life

Employee Assistance Program (EAP)

Counseling and other assistance provided to employees via external practitioners to help personnel with emotional, personal and physical difficulties

Employee File

The various documents and information pertaining to an employee which an employing organization keeps

Employee Loyalty

Faithfulness and showing allegiance to an employer and remaining employed by an organization for a long period of time

Employee Polygraph Protection Act (EPPA) of 1988

A federal law defining permissible limits for use of polygraph testing

Employee Sources

Various origins, channels and providers for job applicants

Employee Stock Ownership Plan (ESOP)

Program providing employees with significant ownership in their employer's company

Employer Documentation Requirements

Applicants are required to prove eligibility to work in the U.S. via the I-9 Form and employers are to examine the acceptability of the materials presented as verification

Employing Organization

The official organization employing a person. Employees may be hired by an organization's headquarters and assigned to another work site

Employment Agencies

Businesses which source, screen, select, train and place employees into other organizations for a fee

Employment Contract

Formal arrangement outlining the details of employment

Employment Dates

On an employment application, dates which represent when jobs were begun and when they terminated. Often given as month and year, they may be shown as year only or day, month and year

Employment Function

Process and persons involved in hiring personnel including initial recordkeeping, assignment and various other aspects of handling new employees for jobs

Employment Test

An employment procedure used to make employment-related decisions

Employment-at-Will

Common law doctrine stating employers have the right to hire, fire, demote and promote whomever the employer chooses unless there is a law or contract barring the practice

Enthusiasm (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to the overall excitement the person has for the job, work as a whole and advancement in a career

EOE

Acronym for Equal Opportunity Employer which indicates persons are given equal treatment in all employment-related actions

Equal Access

Consideration and/or accommodation for all potential job applicants to be able to fulfill the application process

Equal Employment

Employment involving no illegal discrimination

Equal Employment Opportunity

The consideration that persons should have equal treatment in all actions associated with employment

Equal Opportunity Employer (EOE)

Affirmation by organizations indicating compliance with legal and regulatory requirements for non-discrimination. Often included in advertisements as “EOE”

Equal Pay Act

Requires equal pay for men and women performing substantially the same work

Ergonomics

Analysis and design of work environments focusing on physiological considerations and physical demands on people

Essential Job Functions

Primary functions of a job

Evaluating Employees

Determining relevant qualifications to fill jobs by comparing background, experience, education, scores on tests and other relevant information

Evaluation Period

Initial period of time during which a new employee’s performance is evaluated on a job

Executive Exemption

Definition of factors designating a job as exempt status; includes primary duty of managing; regularly directs work of minimum of two others; recommends or can hire/fire

Executive Order 11478

Prohibits discrimination in the U.S. Postal Service and in the various government agencies on the basis of race, color, religion, sex, national origin, disability or age

Executive Orders 11246 and 11375

Require federal contractors and subcontractors to eliminate employment discrimination and prior discrimination through affirmative action

Executive Search Firms

Businesses which source, screen, select, train and place usually higher level management and executive employees into other organizations for a fee

Exempt Employee

A classification of employees identified under the Fair Labor Standards Act (FLSA) who need not be paid overtime

Exit Interview

Post-employment interview where employees are asked to provide information on their perception of their work experience and the reasons for leaving the job

Expatriate

A citizen of one country working in another country who is employed by a headquartered organization in the first country

External Advertisement

Ad or process of identifying job applicants from outside an organization using advertisements of job vacancies placed in various media and locations

External Equity

Reference to fair, equitable and consistent pay for similar jobs outside an organization

External Sourcing

Identifying job applicants from outside the organization for employment vacancies

F

Factor Checklists

A employee evaluation recording method for category ratings

Fair Labor Standards Act (FLSA)

Federal law defining exempt and non-exempt status positions, child labor protection, payment of overtime after 40 hours and minimum wage

Federation

A grouping of autonomous national and international unions

Feedback

Information employees receive concerning their work performance

Flexible Benefits Plan

Arrangement enabling employees to select their preferred benefits from a group of benefits included in a plan offered by their employer

Flexible Spending Account

Benefits arrangement allowing employees to contribute pre-tax dollars to purchase selected additional benefits

Flexible Staffing

Situations where employers use non-traditional employees

Flextime

Work schedules where employees work a set number of hours per day with various beginning and ending times

Fluency (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to the person's ability to appropriately communicate orally and/or in writing for the specific needs of the job

FMLA

Acronym for Family and Medical Leave Act which requires that individuals be given 12 weeks of family leave without pay and be allowed to return to jobs

Forced Distributions

An employee evaluation recording method where employees are compared one against the other in the same or similar work situation

Full-Time

Work performed in accordance with the standard number of regular hours in a work week (normally 40 hours)

Full-Time Employee

An employee who performs work in accordance with the standard number of regular hours in a work week (normally 40 hours)

Full-Time Temporary

Person working a regular work schedule (e.g. 40 hours per week) for a limited duration (e.g. 12 weeks)

Functional Definition

Associating a specific task or function to a generic job title, e.g. "production supervisor" as opposed to "supervisor"

Fundamental Work Values

Satisfying factors about a job which have been studied by psychologists and are determined to be job motivators and reasons why people like their jobs

G

Gainsharing

Program where an employer's greater than expected productivity and/or profit gains are shared with employees

Garnishment

Court action where a portion of an employee's wages is set aside to pay for a debt owed to a creditor

GED Certification

Graduation Equivalency Diploma referring to certification of equivalent proficiency for a standard U.S. high school education curriculum

General Summary

A brief description of the primary purpose of a job

Generic Job Titles

General job titles indicating authority, accountability and responsibility in their functioning without specifically associating the job to a task, e.g. "supervisor" as opposed to "production supervisor"

Good Interview Questions

Questions used by interviewers which comply with legal and regulatory requirements, are open-ended so as to require explanation and which require the candidate to give appropriate information for the specific job

Grade (for Job Level)

An index number or letter associated with a pay range selected for a job

Grade Point Average (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to college or other school grades usually represented by averages earned versus the maximum grade possible

Graphology (Test Type)

One of various selection assessments where analysis of an applicant's handwriting is used to reveal aspects of the person's personality and potential suitability for a job

Green-Circle Employee

An employee in a job where s/he is paid below the minimum of the pay range for the job

Grievance

Complaint stated formally in writing

Grievance Procedures

Formal procedures and channels of communication for solving grievances

Gross-Up

To give an additional sum of money equivalent to the amount of tax to be paid by a person on wages. For example, if a person is to be awarded \$100 and must pay \$15 in tax, the amount given would be \$115 which nets \$100 to the person after taxes

H

Halo Effect

Situation arising when a person rating another person scores the rated person highly on all job criteria based upon the rater's perception of one performance area

Harassment

Persistently annoying actions directed at a person which may be rooted in race, color, religion, gender, national origin, age or disability as well as that of one's relatives, friends or associates; it may take the form of epithets, intimidating or hostile acts, negative stereotyping or threatening, slurs, graphic or written material on the employer's premises or circulated in the workplace which denigrates or shows hostility or aversion

Health Maintenance Organization (HMO)

Benefit plan providing services on a pre-paid basis for a fixed period of time

Hiring

Process of bringing new employees into an organization

Hiring Authority

A person charged with the authority, accountability and responsibility to hire personnel. Management may delegate certain aspects of the hiring function to others who may perform certain aspects of the hiring process

Hiring Process

Actions carried out in an effort to source, screen, select, interview and offer jobs

Honesty

Pre-employment assessment factor indicating a person who refrains from stealing and follows rules and procedures

Hostile Environment

Circumstance in sexual harassment situations where an employee's work performance or psychological welfare is unreasonably impacted by intimidating or offensive working conditions

Hourly Pay

Term referring to wages or payments for work specifically calculated on the amount of time worked

Hourly-Paid

Work group designation or pay method where payment is calculated based upon the amount of time worked

Hours of Work

Reference to the time employees perform work. Employers set hours of work. Generally this term refers to "normal" times of work

HR

Acronym referring to the human resource function

HR Audit

Formal analysis of the current state of human resource management in an organization

HR Management

Planning and administration of human resource activities within an organization

Human Resource Management System

An integrated information system used by HR management and others in decision making

I-9 Form

A document developed by the federal government used to indicate an applicant's eligibility to work legally in the U.S. Eligibility verification is required by the Immigration Reform and Control Act (IRCA) of 1986

Immigration Reform and Control Act

Establishes penalties for employers who knowingly hire illegal aliens; prohibits employment discrimination on the basis of national origin or citizenship

Incentive

Pay for work performed which is based upon individual, team or organization performance

Independent Contractor

Workers providing special services based upon a contract

Individual Response Profile

A written summary and/or graphic representation of how a person responds on a test and how the person compares with a norm or other measure

Individual Retirement Account (IRA)

Special account into which an employee may set aside monies which are not taxed until the employee retires

Industrial Skills

One of various selection tests or assessments used to evaluate learned skills, in this case specifically industrial skills

Informal Training

Training which takes place by means of feedback and interaction among employees

Information Certification Statement

Statement often included on employment applications attesting that information given by the applicant is accurate, complete and correct and is affirmed by signature of the person completing the application

Initiative (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to demonstrated actions or indicators of enterprise, taking the first step, ambition, etc.

INS (Immigration and Naturalization Service)

A department of the federal government involved with the flow of immigrants into the U.S.

Internal Equity

Reference to fair, equitable and consistent pay for similar jobs and appropriate establishment of pay for a job in a structure of other jobs within an organization

Internal Job Posting

Process of communicating job opportunities to existing employees

Internal Sourcing

Identifying job applicants from within an organization

Interview

Process where an employer communicates with and evaluates persons who have relevant qualifications to fill jobs

Interview Sourcing

Process and methods used to identify applicants for jobs

J**Job “Weight”**

A job’s importance and value to an organization which may be a consideration of how much to pay for the work performed

Job Advertisement

A concise, often-abbreviated announcement of a job vacancy or position wanted circulated to the public via the Internet, news media, circulars, etc.

Job Analysis

Process and system for collecting and analyzing job information including content, context and requirements

Job Applicant

Person applying for a position in an organization. Technically this may be any person who has applied for a job, but who has not been evaluated for job suitability considering the functions and prerequisites for the job. With evaluation acceptance, persons are often referred to as “candidates”

Job Characteristics

Attributes of a job which have been studied by psychologists and found to affect a person’s comfort and satisfaction in performing the job

Job Classification

Process of evaluating positions to determine exempt salary, non-exempt salary or non-exempt hourly status as defined by the Fair Labor Standards Act classification

Job Compatibility

A measure or indication of how well suited a person is for a job

Job Criteria

Important job components

Job Description

Identifying the duties, responsibilities and tasks of a job

Job Design

Compiling and organizing job duties, responsibilities and tasks into a productive unit of work

Job Enlargement

Widening a job’s scope of activity by expanding the number of different tasks to be performed

Job Enrichment

Adding to the depth of a job by adding responsibility for planning, organizing, controlling or evaluating the job

Job Evaluation

Formal means to systematically identify the relative worth of jobs inside an organization

Job Evaluation Questionnaire

A worksheet used to gather and record information including primary functions, education, supervision, physical requirements and other considerations needed to write job descriptions. Also referred to as a job description questionnaire

Job Family

Grouping of jobs possessing common organizational characteristics

Job Longevity

How long a person works on a job

Job or Pay Grade

A number or letter indicating grouping of positions having approximately the same job worth

Job Pay Table

A concise table indicating minimum, midpoint and maximum pay amount for a position

Job Posting

Procedure where employers give notice of job openings and employees indicate their interest by applying

Job Rotation (Management Development Technique)

Training or development technique where the learner is moved between various jobs to fill an imminent need and gain an understanding of what is involved in each job

Job Satisfaction

Positive emotional state resulting from evaluating an employee's job experience

Job Sharing

Work schedule where two employees perform the work of one full-time employee

Job Specification

Knowledge, skill and ability (KSA) a person needs to satisfactorily perform a job

Job Start Date

The date a person begins work on a job; it may be different from hire date

Job Title

Official name given as title to a job

Job-Specific Questions

Interview questions which specifically relate to a particular job or position as opposed to questions about work in general

Just Cause

Reasonable justification for taking employment-related action

K

Keogh Plan

Specialized and individualized pension plan for self-employed workers

Key Ratios

Important or revealing calculations used in pay planning to indicate a relationship in quantity, amount or size

Know-how

In classifying and describing a job, the sum total of every kind of skill needed for acceptable job performance

Knowledge (Test Type)

One of various selection tests or assessments used to evaluate specific knowledge possessed by an applicant

L

Labor Market

External worker supply pool from which employers attract employees

Language Development

Requirements for using various levels of reading and writing skills in performing a job. A consideration in analyzing job requirements

Legal and Regulatory Requirements

Actions and activities performed in accordance with laws, regulations and other established guidelines to avoid infraction

Letterhead Paper

Formal stationery used by organizations usually bearing the name, logo and contact information for the organization

Listed References

Persons or organizations identified by applicants on an application who, with written approval of the applicant, may be contacted to gather and confirm information about an applicant

Living Wage

Wage considered adequate to fulfill the basic needs of a worker's family

Lock-out/Tag-out Procedure

Requirement and procedure for using locks and tags to make equipment inoperative during adjustment and repair

Lump Sum Increase

All or part of an annual pay increase paid at one time

M

Managed Care

Health care methods which apply restrictions and market system alternatives to monitor and reduce medical costs

Management Skills (Test Type)

One of various selection tests or assessments used to evaluate specific management skills possessed by an applicant

Market Banding

In compensation planning, grouping jobs into pay grades based upon similar market survey amounts

Market Pricing

Using survey data in identifying the relative value of jobs based upon what other organizations pay for similar jobs

Marital Status

Whether a person is married, single, separated, etc. In employment, it is illegal for an employer to discriminate on the basis of marital status

Mathematics Development

Requirements for using various levels of mathematics in performing a job. A consideration in analyzing job requirements

Maturity (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to the person's development personally and in terms of background and experience for the specific job

Maximum of Pay Range

The highest amount of compensation to be paid for work performed

MBO

Acronym for management by objectives. Performance goals which are to be attained during the performance period

Mechanical Aptitude Test

Measure or indicator of the ability to make or fix things. A consideration in analyzing job requirements

Mediation

A method of dispute resolution in which a third party assists negotiators in reaching a settlement

Medical File/Record

Certain documents collected pertaining to employees which are to be confidential and often kept separate from other employee records and information

Mental Aptitude

Measure or indicator of the amount of reasoning capability necessary in a job. A consideration in analyzing job requirements

Mental/General Ability Test

One of various selection tests or assessments used to evaluate an applicant's general ability to learn or acquire a skill

Mentoring (Management Development Technique)

Training or development technique where a more experienced manager assists and guides a newer manager and/or selected others in the early developmental stages of their careers

Merit Increase

Increase affecting base pay for work performed recognizing performance

Mid-Point of Pay Range

The approximate half-way point amount of compensation to be paid for work performed. In pay planning this may be arbitrarily selected and/or equate to the mean average, median or mode of a pay range

Military Service

Service in the U.S. armed forces. At hire, it is inappropriate for an employer to request or inquire about military service records, military service for any country other than U.S., type of discharge, membership in reserves, intent to join military

Minimum of Pay Range

The lowest amount of compensation to be paid for work performed

Minimum Requirements

The basic or least qualifying factors required by a person to successfully perform a job

Motivation

A person's desire to take action

Motivator

Something of desire for a person which causes him or her to act

Multi-Source Assessment

Employee evaluation process where an employee's superiors, peers, subordinates, other inside staff and sometimes outside personnel such as customers give input to the evaluation (*see also 360 degree evaluation*)

N

Narratives

An employee evaluation recording method where raters write out descriptive statements and explanations concerning performance

National Origin

The nation from which a person comes. In employment, it is illegal for an employer to discriminate on the basis of national origin

Needs Assessment

Identifying, defining and cataloging what is to be achieved in training, a particular activity or project, the primary functions of a job, etc.

Negligent Hiring

Outcome when employers fail to check the background of employees and an employee injures another person

Negligent Retention

Outcome when employers are aware that an employee is unfit for employment but permits the employee to continue employment and the employee injures another person

Nepotism

Allowing an employee's relatives to work for the employee

Non-Compete Agreement

Formal agreement disallowing an employee leaving a company to compete against that company in the same line of business for a specified period of time

Non-Contributory Plan

A pension plan where all pension benefits funds are provided by the employer

Non-Directive Interview

An interview method where interviewers ask general ques-

tions about the candidate which lead to other questions about topics brought up by the candidate

Non-Discriminatory

A distinction made between individuals which is in compliance with legal and regulatory requirements

Non-Exempt

Employees who must be paid overtime under the Fair Labor Standards Act (FLSA)

Non-Supervisory Status

Designation of a person in a job which does not direct the activity of other personnel. Such persons may be classified as management

Non-Traditional Incentives and Benefits

Actions and awards granted to persons for work-related performance which do not follow the typical pay or related award themes; e.g. employee-of-the-month parking space

O

Objectives and Behaviors

An employee evaluation recording method where the employee is evaluated by the supervisor on levels attained on pre-set goals

Offer Letter

A formal letter written to job candidates informing them they have been selected for a job

Offering Jobs

Process where a formal offer of employment is made to selected candidates

Older Workers Benefit Protection Act of 1990

Prohibits age-based discrimination in early retirement and other benefits plans

On-Site Reviews

An employee evaluation process where a person outside the immediate reporting relationship becomes part of the rating process

Open-Ended Questions

Questions used in an interview which generate more than one word and/or "yes" "no" answers. Such questions bring out more information about a job candidate

Opinion Survey

A survey or collection of information focusing upon employ-

ees' beliefs and feelings about their jobs and employer (same meaning an attitude survey)

Orientation

For new employees, a planned introduction to co-workers, their jobs and the company

Orienting Employees

Welcoming, assisting and informing employees new to an organization

OSHA 300A

A summary report of accidents and illnesses completed annually by an employing organization which meets certain requirements

Outside Activities (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to what the person does when not working, including social activities, hobbies, sports, etc.

Outside Raters

An employee evaluation method where an outside expert may be called in to review managers or executive management

Outside Sales Exemption

Definition of factors designating a job as exempt status; includes routinely works away from employer site and sells tangible or intangible items or obtains orders or contracts for services

P

Panel Interview

An interview method where several interviewers speak with candidate, usually one at a time

Paid Time Off (PTO)

A social benefits arrangement where benefits components such as holiday pay, sick time, vacation time, etc., are combined into a total number of hours or days the employee may take off with pay

Part-time

Work assigned of less than the normal work schedule (e.g. 24 hours as opposed to 40 hours per week)

Part-time Employee

An employee who works less than the normal work schedule (e.g. 24 hours as opposed to 40 hours per week)

Part-time Temporary

Person working a less than a regular work schedule (e.g. 24 hours per week) for a limited duration (e.g. 12 weeks)

Pay Compression

A situation where employees with little difference in experience and performance have little difference in amount of pay

Pay Equity

In pay planning, a concept that employees should be paid the same amount if they possess the same knowledge, skill and ability, even though they perform significantly different duties

Pay for Performance

A method of determining amount of pay to be granted to an employee based upon how well the person performed a job

Pay Grades

Numbers or identifiers assigned to groupings of different jobs which have approximately the same job worth

Pay per Hour Conversion

The process of converting pay for a period of time to a standard timeframe, e.g. dollars per year equated to dollars per hour

Pay Range

A series of pay amounts, generally minimum, midpoint and maximum, indicating how much a group of jobs may pay

Pay Rate

The amount of pay for performing work on a specific position and generally expressed in dollars per hour, per week, per month, etc.

Pay Scale

A tabulation of job grades or levels with an associated pay range of minimum, mid-point and maximum pay for each job in an organization

Pay Survey

Data compiled on compensation rates for workers performing similar jobs across organizations

Pension Plan

Formal retirement program funded by the employer and employee

Performance Appraisal

Process where employees are evaluated on their job performance and advised of their performance

Performance Management

A formal process for identifying, measuring, communicating, developing and rewarding employees for performance

Performance Review

A process for evaluating how well employees performed on their jobs as compared to a set of standards. The performance is generally discussed with the employee

Performance Standards

Key indicators in a job description identifying what a job does and how performance on the job is measured

Perks (Perquisites)

Special benefits granted most often to executives which are usually non-cash

Personal Information

Employer documents and information about an employee which are kept on file with the employer and pertain to specific details about the individual as opposed to job or similar information

Phased Retirement

Work arrangements where employees gradually reduce their amount of work and pay

Physical Ability Test

Test measuring an employee's endurance, muscular movement and strength

Physical Data

Information pertaining to an applicant's physical ability to perform the minimum requirements of a job. At hire employers may ask if the applicant can perform the essential functions of the job with or without reasonable accommodation

Physical Requirements

Requirements for physical actions in a job including standing, walking, sitting, bending/stooping/squatting, climbing, lying down, pushing/pulling and finger dexterity. A consideration in analyzing job requirements

Polygraph Testing

A physiological method of testing a person for honesty using equipment which detects the person's stress shown by physical changes in the body when lying

Poor Interview Questions

Questions used by interviewers which fail to comply with legal and regulatory requirements, which can be answered with simple one-word responses and which do not require the candidate to give relevant information for the specific job

Portability

Feature of a pension plan allowing employees to move pension benefits from one employer to another

Position Description

A written summary of the tasks, duties and responsibilities of a specific position. Often used synonymously with job description

Position Description Questionnaire

A document used to gather and analyze information about the content and the human requirements of jobs and the framework in which the jobs are performed

Position/Job Code

Numbers or letters representing a job and title. Some job coding systems indicate classification and other job factors with the code

Position/Job Title

An "official" and approved name given to a job

Post-Job Offer

Term referring to actions or circumstances which take place after a job candidate has been formally offered a position

PPO, HMO and POS

Various types of medical care health benefits plans referring respectively to Preferred Provider Organization, Health Maintenance Organization and Point of Service

Precedent

Something said or done which serves as an example or rule to authorize or justify a later act of the same or similar nature

Predictive Validation

A process where applicants' test scores are not used in making hiring decisions, but later are compared with actual job performance to determine whether the test accurately predicts performance

Pre-Employment Testing

Various types of selection instruments administered before an employment offer is made which are used as a part of the selection process

Pre-Employment Work Behavior Skills Testing

Paper and pencil or similarly administered tests taken by persons applying for jobs; used by the employer to select among candidates meeting the requirements of the position

Preferred People Profile

A example of personal characteristics indicating potential success on a job

Preferred Provider Organization (PPO)

Health care provider which contracts with a group of employers to provide health care at a competitive rate

Pregnancy Discrimination Act

Prohibits discrimination against women affected by pregnancy, childbirth or related medical conditions; requires that they be treated as all other employees for employment-related purposes, including benefits

Prerequisites

Specific background, experience, education or similar factors identified as a requirement for a job

Previous Jobs Longevity

How much continuous time a person spent in a prior job; a person may have longevity on several jobs with the same employer

Primary Functions

The main or fundamental activities in a job

Prior Record

In discipline handling, any prior disciplinary action which remains on file in an employee's discipline log

Problem-Solving

In classifying and describing a job, the original, self-starting thinking required by the job to identify, define and resolve problems

Procedure

Usual methods for handling activities

Productivity

Quantity and quality measures of work performed based upon the cost of resources used

Professional Associations/Societies

Formal organizations representing like-businesses, generally of a professional nature, which publish journals and newsletters, have annual meetings or conferences and provide other services to their membership

Professional Employer Organizations (PEO)

Businesses which enter into a shared employment arrangements with organizations where the employees have typical human resource activities handled by the PEO firm and day-to-day management/direction activities handled by the work site organization

Professional Exemption

Definition of factors designating a job as exempt status; include performs work which requires knowledge of an advanced field or creative and original artistic work or works as a teacher in an educational system, performs work which is predominantly intellectual and varied

Profit Sharing

Allocating a portion of company profits among employees

Progressive Discipline

Successively more severe disciplinary measures taken with a person as a result of continuing infractions

Promotion

Progression to a position of greater authority, accountability and responsibility usually with an associated pay increase

Promotion Increase

Increase affecting base pay recognizing an increase in the know-how, accountability and/or responsibility required by a job

Proof of Identity

Documents and other means to establish who a person is and his or her eligibility for employment

Proposed Pay Range

Recommended dollar amounts, often the minimum, mid-point and maximum, associated with a job which set limits to the amount to be paid for work performed

Protected Class of People

Persons falling into a group identified for protection under equal employment laws and regulations

Psychics (Test Type)

One of various selection assessment methods used by some organizations to select job candidates

Psychological/Personality (Test Type)

Paper and pencil or similarly administered tests used to determine developmental potential and needs. Factors can include interpersonal skill, job preference, leadership style, motivation, reasoning, etc.

Q

Qualified Special Disabled Veterans

Persons identified as qualified veterans with disabilities who are entitled to hiring and advancement opportunity under the Vietnam-Era Veterans Readjustment Act of 1974

Quid Pro Quo

Situation with sexual harassment where employment outcomes are linked to an individual granting sexual favors

R

Race

Human traits transmitted by descent which characterize persons as a distinct human type. In employment, it is illegal for an employer to discriminate on the basis of race

Ranking

Method of performance appraisal where all employees are listed from highest performance rating to lowest

Ratings by Teams/Peers

A participative management approach where management often relies upon peer evaluation since teamwork is emphasized rather than individual performance

Reason for Leaving

On an employment application or in an interview, the explanation given for why an applicant stopped working at another employer

Reasonable Accommodation

Job or work environment modification or adjustment for a qualified person with a disability

Reasoning Development

Requirements for using common sense and understanding, applying principles and solving problems in performing a job. A consideration in analyzing job requirements

Record Retention

Guideline indicating what records are to be kept and for how long

Recruiting

Creating a group of qualified applicants for jobs in an organization

Recruiting Incentives

Rewards granted to persons, whether employees or not, for referring job candidates

Red-Circle Employee

Job incumbent who is paid above the pay range maximum for the job

Reference Check

A request by a prospective employer for oral and written comments, observations and information from prior employers, personal acquaintances and other contacts used in make hiring decisions

Reference Check Authorization

Written approval by an applicant for a prospective employer to contact prior employers and similar named references and verify application information and job-related details

References

Oral and written comments, observations and information from prior employers, personal acquaintances and other contacts provided to prospective employers as background to make hiring decisions

Rejection Letter

A formal letter written to job candidates informing them they have not been selected for a job

Religion/Creed

Commitment or devotion to a religious faith or observance. In employment, it is illegal for an employer to discriminate on the basis of religion

Responsibility

Potential for being held accountable for actions and circumstances as a consideration in establishing the weight or value of a job for pay purposes

Resume

A written summary of a person's background and qualifications for a job; prepared by the applicant

Retaliation

Penalizing action of employers taken against individuals who exercise their rights

Return on Investment (ROI)

Calculation indicating the value of HR expenditures

Reverse Discrimination

Circumstance where an individual is denied opportunity due to preference given to protected-class individuals who may

be less qualified

Right to Privacy

Freedom of an individual from unauthorized and unreasonable intrusion into the individual's personal affairs

Rights

An individual's interests, powers, privileges, as established by law, nature or tradition

Right-to-Work Laws

State laws disallowing requiring employees to join unions as a condition of being employed or continuing employment

Role-Playing**(Management Development Technique)**

Training or development technique where the learner actually assumes the role of a manager in a particular situation and demonstrates the actions needed on the job

Rules

Specific guidelines restricting and regulating behavior of individuals

S

Sabbatical

Time off from work with pay for a person to develop or rejuvenate

Safety

Conditions protecting the physical well-being of employees

Salary

Payments for work which are consistent from period to period regardless of the number of hours worked

Scales

Graphic rating scales employing a continuum on which the rater merely marks the employee's position on a scale

Screening

Choosing among applicants for jobs by identifying those who possess the prerequisites and abilities to perform the primary functions of the job

Selection

Process for selecting persons possessing qualifications needed for a job

Selection Criteria

Characteristics a person needs to perform a job successfully

Selection Interview

A conversation with a job candidate to identify and clarify information pertaining to the candidate and how s/he will fulfill the requirements of the job

Selection Process

The process of choosing from among those who have the necessary qualifications for a job to determine who will become the final candidate

Self-Directed Team

Group of individuals in an organization who are assigned to accomplish a collection of duties, responsibilities and tasks

Self-Ratings

An employee evaluation approach where an employee rates him or herself on job performance

Seniority

Time spent on a particular job or in an organization

Separation Agreement

Formal agreement where a terminating employee receives specified benefits or payment for agreement not to sue an employer

Serious Health Condition

Condition of health necessitating in-patient continuing physical, hospice, hospital or resident medical care

Service Orientation

Pre-employment assessment factor indicating a person who is suitable for jobs with customer contact and who balances between customer and organization needs

Severance Pay

Voluntary, employer-provided benefit granted to employees who lose their jobs

Sex Discrimination

Improperly disallowing opportunity for employment, advancement or other considerations on the basis of gender

Sexual Harassment

Unwanted sexually-directed actions which subject a person to adverse employment conditions or create a hostile work environment

Simulations**(Management Development Technique)**

Training or development technique where the learner analyzes a situation and determines the best course of action. Similar to business games, but often real life situations in the business are recreated for analysis

Situational Interview

An interview method where the interviewer asks candidates how they might handle specific job situations

Sociability

Pre-employment assessment factor indicating a person with a pleasant personality and who values harmony

Social Benefit

Employer-provided considerations generally outside the realm of health care provided to employees such as holiday pay, vacation, tuition assistance, etc.

Sourcing Applicants

The varied and comprehensive process of identifying applicants for jobs

Start Date

The official date when a person begins a job

Statutory Rights

Rights based upon laws or statutes

Step Rates

Routine, planned increases to base pay generally associated with time on the job and acknowledging increased knowledge and/or competency

Steps in Employment

Various planned activities carried out in an effort to source, screen, select, interview and offer jobs

Stock Option

Employee right to purchase a specified number of company stock shares at a specific price for a limited period of time

Stock Purchase Plan

Plan where a corporation provides matching funds equal to the amount employees invest to purchase stock in the corporation

Straight Piece-Rate

Calculation of worker pay derived by multiplying the piece-rate for one unit times the number of units produced

Stress Interview

An interview method where the interviewer attempts to cause stress for the candidate to see how the candidate reacts

Structured Interview

An interview with a job candidate which uses standardized questions which are asked similarly of all candidates for the job

Substance Abuse

Misuse of alcohol, drugs or substances or illicit substance use

Substance Non-Abuse

Pre-employment assessment factor indicating a person who refrains from using illegal drugs and abusing alcohol

Succession Planning

Identifying replacements for key personnel for the long-term future using a planned process

Summary Critical Incidents

An employee evaluation process where the supervisor keeps notes on incidents which occur over time and how the employee performed

Supervision Received

Refers to how frequently and closely work is monitored by a supervisor or other employees

Supervisory Status

Designation of a person in a job in which s/he directs the activity of other personnel

Suspension Discipline

Disciplinary action, normally nearing the end of the progressive discipline process, which is issued and detailed in writing, results in time off of work with or without pay and normally is retained in an employee discipline log

T

Task

Motions of work activity which are distinct and identifiable

Team Orientation

Pre-employment assessment factor indicating a person who works well in a team environment

Telecommute

Working by means of computing and telecommunications equipment

Temporary Employee

Persons hired by an organization or supplied through an outside service firm for normally a short period of time (e.g. less than 6 months)

Temporary Part-Time Employee

Persons hired by an organization or supplied through an outside service firm for normally a short period of time (e.g. less than 6 months) and who work less than the normal number of hours (e.g. 4 hours per day)

Temporary Staffing Firms

Businesses which supply workers on a rate-per-day or week basis to organizations

Termination Date

The effective date when work ceases for an employee

Test Interpretation

An overall summary of how a person scored on a test, including strengths, development areas and selected recommendations

Title I of the ADA

Employment provisions which disallow employment-related discrimination affecting persons with disabilities

Title II of the ADA

Public participation and service provisions which disallow discrimination pertaining to participation of disabled persons in government programs and for public transportation

Title III of the ADA

Public access provisions requiring accessibility of public and commercial facilities

Title IV of the ADA

Telecommunications provisions requiring telecommunications capabilities and television closed captioning for persons with hearing and speech disabilities

Title V of the ADA

Administration and enforcement provisions detailing accountability, authority and responsibility as well as who is not covered

Title VII, Civil Rights Act of 1964

Federal law which prohibits discrimination in employment on basis of race, color, religion, sex or national origin

Trade Associations

Formal organizations which represent like-businesses or entities on a group basis to provide information, marketing

and public relations, advice and counsel, guidance, training, leadership, resources and/or similar services

Training

Process during which people acquire capabilities to perform jobs

Training as Continuing Learning

A process during which employees acquire capabilities to assist in the accomplishment of the goals of an organization. As a process, training refers to skills acquisition and development (*see education and development*)

Turnover

Procedure where employees leave an organization and need to be replaced

Turnover Cost

The total expense of all factors associated with replacing a person who leaves a job

U

Undue Hardship

Significant expense or difficulty experienced by an employer with making accommodations for individuals with disabilities

Uniform Guidelines on Employee Selection Procedures

Non-binding procedures issued by the federal government in 1978 in an attempt to impose a single set of employment standards on all employers covered by either Title VII or Executive Order 11246

Union Authorization Card

A document employees sign designating a union as their collective bargaining agent

Union Contracts

Formal bargaining agreements established between union-represented employees and an organization in accordance with National Labor Relations Board guidelines

Utilization Analysis

Process to identify and quantify protected-class employees and the types of jobs they hold

Utilization Review

Audit of the costs and services charged by health care providers

V

Vacancy

Positions or jobs which are open and identified as waiting to be filled

Validity

The extent to which an assessment measures what it is intended to measure

Variable Pay

Compensation based upon individual, team or organization performance

Verbal Aptitude

Measure or indicator of the ability to understand and use written and spoken language. A consideration in analyzing job requirements

Verbal Caution or Warning

Disciplinary action, normally early in the progressive discipline process, which is communicated orally and normally not detailed in writing. A notation may be made merely that a warning was issued

Vesting

Employee right to receive selected pension plan benefits

Vicing (Management Development Technique)

Training or development technique where a person temporarily takes over the function of an absent manager by filling in for the manager and by performing selected activities of the manager and thus learns through practice. Often a pay differential is associated with the assignment to recognize the added responsibility

Vietnam Era Veterans

Persons identified as qualified veterans of the Vietnam era who are entitled to hiring and advancement opportunity under the Vietnam Era Veterans Readjustment Act of 1974

Vietnam Era Veterans Readjustment Act

Prohibits discrimination against Vietnam era veterans by federal contractors and the U.S. government and requires affirmative action

Vocational Rehabilitation Act of 1974

Prohibits employers with federal contracts over \$2,500 from discriminating against individuals with disabilities

W

Wage

A payment of money for labor or services which generically may refer to wages and salary (as distinguished from “wages”)

Wage & Hour Requirements

Legal and regulatory stipulations put into place, by state and/or the federal government which dictate how pay is to be handled, e.g. overtime. Federal stipulations are included in the Fair Labor Standards Act (FLSA)

Wages

Pay for work performed based upon amount of time worked (as distinguished from “wage”)

Wellness Program

Program intended to improve or maintain employee health prior to health conditions developing

Well-Pay

Extra pay for not using sick time

Whistle-Blower

Person who reports perceived or actual misdeeds committed by their employer

Word-of-Mouth Advertising

Communicating job vacancies from one person to another, inside and outside an organization, in a formal or informal manner

Work Behavior Skills

Factors and characteristics in a person which have been found to be important for effective performance on a job

Work Experience (as Interview Factor)

A factor interviewers consider in selecting among job candidates which refers to all work the person has performed during a career

Work Group or Task Force (Management Development Technique)

Training or development technique where the learner works on important projects which help the person become acquainted with the organization’s policies and procedures, key issues about the project and the different personalities of co-workers

Work Sample (Test Type)

One of various selection tests or assessments used to evaluate an applicant’s ability to perform a job where an actual

sample or aspect of the job is presented to the person to complete

Work Schedule

Plan of hours to be worked by employees during a payroll period

Workers' Compensation

Benefits which are provided to a person injured on the job

Workers' Compensation Qualification

A period of time, generally established by the state (and often 90 days), for which, if the employee has terminated service, the new employer's workers' compensation account is not charged

Written Composition

An employee evaluation process where the evaluator begins with a blank sheet and writes a short summary of the employee's performance usually in several suggested factor areas

Written Reprimand

Disciplinary action, normally midway in the progressive discipline process, which is issued and detailed in writing and normally retained in an employee discipline log

Wrongful Discharge

Terminating an employee for improper or illegal reasons