

GLOSSARY

A

Absolute measures Performance ratings that assess an employee's contribution in comparison to a fixed standard or benchmark.

Acceptability A characteristic of selection methods that reflects applicants' beliefs about the appropriateness of the selection methods.

Achievement A selection approach emphasizing existing skills and past accomplishments.

Action planning A process in which employees plan how they will achieve their goals.

Adverse impact Discrimination that results from employer practices that are not discriminatory on their face but have a discriminatory effect.

Affinity group A group of similar employees that meets to support one another.

Affirmative action plan A plan aimed at increasing representation of employees from protected classes who have historically been victims of discrimination.

Agency shop An organization that requires employees to pay the equivalent of union dues even if they are not union members.

Agency theory An economic theory that uses differences in the interests of principals (owners) and agents (employees) to describe reactions to compensation.

Alignment The state in which organizational practices are in their proper place relative to other practices.

Alternate-forms method A process of estimating reliability that compares scores on different versions of a selection assessment.

Arbitration A process in which a neutral third party resolves a dispute by issuing a binding decision; in the context of labor relations, arbitration

is generally the last step in the grievance process.

Assessment center A complex selection method that includes multiple measures obtained from multiple applicants across multiple days.

At-risk pay Compensation where the amount varies across pay periods depending on performance.

Attitudes An evaluative reaction to particular categories of people, issues, objects, or events.

Authorization card campaign A campaign in which employees or labor union representatives seek signatures from employees requesting a vote on union representation.

Autonomy The extent to which individual workers have freedom to determine how to complete work.

B

Banding approach The process of treating people as doing equally well when they have similar scores on a selection assessment.

Bargain Laborer HR strategy A human resource strategy that combines emphasis on short-term employees with a focus on reducing costs (an external/cost approach).

Bargaining unit A group of employees within an organization who are represented by a particular labor union; these employees generally work in similar jobs and therefore represent a community of interest.

Base pay Compensation that is consistent across time periods and not directly dependent on performance level.

Base wage Target compensation for a job, which is determined in comparison to the wage that similar employees are being paid by other organizations.

Batch approach Recruiting activities that bring new employees into the organization in groups.

Behavioral contract An agreement specifies what the trainee and his or her manager will do to ensure training is effective.

Behavioral interview Type of structured interview that uses questions concerning behavior in past situations.

Biographical data Assessment focusing on previous events and experiences in an applicant's life.

Bona fide occupational qualification (BFOQ) Characteristic of members of a specific group that is necessary to perform a certain job.

Boycott An organized action in which consumers refuse to purchase goods or services from a company; unions engaged in labor disputes may support boycotts of the companies involved in the disputes.

Broad skill scope A recruiting strategy that seeks to attract a large number of applicants.

Broadbanding The practice of reducing the number of pay categories so that each pay grade contains a large set of different jobs.

Burnout A psychological phenomenon involving emotional exhaustion, cynicism, and a decline in feelings of competence about work.

Business knowledge competencies Knowledge and skills in areas of general business, such as finance, accounting, marketing, and operations planning.

Business-level strategy A competitive strategy that concerns how an organization, or part of an organization, will compete with other organizations that produce similar goods or services.

C

Career The pattern of work experiences a person has over his or her lifetime.

Career development Activities that help people manage the progression of their work experiences across their lives.

Career development process A series of steps that people can use to identify and pursue their long-term career goals.

Career ladder A career characterized by step-by-step, hierarchical transitions from jobs with lower pay and responsibility to jobs with higher pay and responsibility.

Career path The series of work experiences that prepare an employee for higher-level jobs.

Causal analysis A process used to determine the underlying causes of a performance problem.

Central tendency error A rating error that occurs when raters give almost all employees scores in the middle of the scale.

Certification An optional designation of competence within a professional field.

Change management competencies Knowledge and skills applied to help an organization grow and adapt to new conditions.

Citizenship performance Employee behavior that helps others and creates a positive work environment.

Closed shop An organization that hires only workers who belong to a certain union.

Coaching When a person works with others to equip them with the tools, knowledge, and opportunities they need to become more effective at work.

Cognitive ability testing Assessment of a person's capability to learn and solve problems.

- Collective bargaining** The process in which labor unions and employers negotiate contracts defining the terms and conditions under which union members will work.
- Commission** An individual incentive program in which each employee is paid a percentage of the sales revenue that he or she generates.
- Commitment strategy** A human resource bundle that builds strong attachment to the organization and emphasizes worker empowerment.
- Committed Expert HR strategy** A human resource strategy that combines emphasis on long-term employees with a focus on producing unique goods and services (an internal/differentiation approach).
- Communal stage** Second stage in the organizational life cycle; focuses on expansion and innovation.
- Comparable worth** A measure that assumes that each job has an inherent value to the organization and that dissimilar jobs can be compared to determine whether the pay for these jobs reflects this value.
- Compensation package** The mix of salary, benefits, and other incentives that employees receive from the organization.
- Competencies** Characteristics and capabilities that people need to succeed in work assignments.
- Competency** Knowledge, skill, and ability needed to perform a work behavior.
- Competency modeling** An alternative to traditional job analysis that focuses on a broader set of characteristics that workers need to effectively perform job duties.
- Competitive business strategy** Strategy that focuses on different ways to provide goods and services that meet customer needs.
- Compressed workweek** Working more than eight hours in a shift so that 40 hours of work are completed in fewer than five days.
- Concurrent validation strategy** A form of criterion-related validity estimation in which selection assessments are obtained from people who are already employees.
- Contamination** A problem with performance appraisal that occurs when things that should not be included in the measurement are included.
- Content validation strategy** A process of estimating validity that uses expert raters to determine if a test assesses skills needed to perform a certain job.
- Contingency** A reinforcement principle requiring that desirable consequences only be given after the occurrence of a desirable behavior.
- Contingency approach** A human resource perspective that seeks to align different ways of managing people with different competitive strategies for producing goods and services.
- Contingent workers** People working without either an implicit or an explicit contract and who are not required to work a minimum number of hours.
- Contrast error** A rating error that occurs when raters unknowingly allow comparisons among employees to influence ratings.
- Control strategy** A human resource bundle that emphasizes managerial control and tries to streamline production processes.
- Corporate-level strategy** A competitive strategy that concerns the different businesses and diversity of products and services that an organization produces.
- Correlation coefficient** A statistical measure that describes the strength of the relationship between two measures.
- Cost leadership strategy** A business-level strategy that seeks to produce goods and services inexpensively.
- Cost measures** Methods of assessing recruiting effectiveness that focus on expenses incurred.
- Cost per applicant** The measure of recruiting effectiveness that assesses how much it costs to entice each person to submit an application for employment.
- Cost per hire** The measure of recruiting effectiveness that determines the expense incurred to find each person who is eventually hired.
- Counterproductive performance** Employee behavior that is harmful to the organization.
- Criterion-related validation strategy** A process of estimating validity that uses a correlation coefficient to determine whether scores on tests predict job performance.
- Critical-incidents technique** A method of job analysis in which job agents identify instances of effective and ineffective behavior exhibited by people in a specific position.
- Culture shock** Stress caused by uncertainty and confusion that may arise when people must deal with an unfamiliar culture.
- D**
- Decertification election** An election to remove a union's authorization to represent employees.
- Declarative knowledge** An employee's understanding of the tasks that need to be done to perform job duties.
- Defamation of character** Information that causes injury to another's reputation or character; can arise as a legal issue when an organization provides negative information about a current or former employee.
- Deficiency** A problem with performance appraisal that occurs when things that should be included in the measurement are not included.
- Defined benefit plan** A retirement plan under which an organization provides retired individuals with a fixed amount of money each month; the amount is usually based on number of years employed and pay level at retirement.
- Defined contribution plan** A retirement plan under which the employer and/or the employee contribute to a fund for which only the contributions are defined and benefits vary according to the amount accumulated in the fund at retirement.
- Differentiation** The process of dividing work tasks so that employees perform specific pieces of the work process, which allows them to specialize.
- Differentiation strategy** A business-level strategy that seeks to produce goods and services that are in some manner superior to what is produced by competitors.
- Disability insurance** A form of insurance that provides benefits to individuals who develop mental or physical conditions that prevent them from working.
- Discipline** Organizational efforts to correct improper behavior of employees.
- Discretionary team bonus** A group-level incentive provided to members of a team when a supervisor observes high collective performance.
- Discrimination** In the context of employment, unfair treatment that occurs when people from particular groups are not given the same employment opportunities as people in other groups.
- Disparate treatment** The practice of treating job applicants and employees differently based on race, gender, or some other group characteristic.
- Distributive issues** Issues, such as distribution of rewards and benefits, whose resolution provides value to one party at the expense of the other party.
- Distributive justice** Perceptions of fairness based on the outcomes (such as pay) received from an organization.
- Downsizing** Widespread layoffs with the objective of permanently reducing the number of employees.
- Downward move** A career move resulting in a decrease in responsibility, pay, and status; also known as a demotion.
- Due process** A set of procedures carried out in accordance with established rules and principles and aimed at ensuring fairness.
- Dysfunctional turnover** Undesirable employee turnover that occurs when good employees quit.

E**Education and training trends**

Trends concerning the knowledge and skills workers will need in the future.

Elaboration stage Final stage in the organizational life cycle; focuses on reinvention and adaptation to change.

e-learning Training delivered through computers and network technology.

Electronic advertising Using electronic forms of communication such as the Internet and email to recruit new employees.

Embeddedness The extent to which an employee is tied to an organization and to the surrounding community.

Emergency action plan standard The OSHA requirement that organizations develop a plan for dealing with emergencies such as fires or natural disasters.

Employee advocate role

A human resource role concerned with looking out for the interests of employees and ensuring that they are treated fairly.

Employee and labor relations

The human resource function concerned with building and maintaining good relationships with employees and labor unions.

Employee benefits Rewards other than salary and wages; typically include things such as retirement savings and insurance.

Employee compensation The human resource practice of rewarding employees for their contributions.

Employee development Activities that influence personal and professional growth.

Employee recruiting The process of getting people to apply for work with a specific organization.

Employee retention The act of keeping employees; retaining good workers is particularly important.

Employee selection The process of testing and gathering information to decide whom to hire.

Employee separation The act of terminating the employment of workers.

Employee stock ownership plan (ESOP) A plan under which an organization sets up a trust fund to hold and manage company stock given to employees.

Employee turnover The process in which employees leave the organization and are replaced by other employees.

Employment opportunity trends Trends concerning the types of jobs that will be available in the future.

Entrepreneurial stage First stage in the organizational life cycle; focuses on survival.

Equal employment opportunity Absence of discrimination in the workplace; the condition in which people have an equal chance for desirable employment regardless of belonging to a certain race, gender, or other group.

Equal Employment Opportunity Commission (EEOC) A federal agency with responsibility to oversee, investigate, and litigate claims of employment discrimination.

Equity theory A justice perspective suggesting that people determine the fairness of their pay by comparing what they give to and receive from the organization with what others give and receive.

Ergonomics An approach to designing work tasks that focuses on correct posture and movement.

Evolutionary strategic approach An approach in which an organization's strategy unfolds over time in response to common issues.

Exempt employees Workers, such as executives, administrators, professionals, and sales representatives, who are not covered by the FLSA.

Exit interview Face-to-face discussion conducted by an organization to learn why an employee is quitting.

Expatriate An employee who goes to another country for a time to work.

Expectancy An individual's belief that he or she can do what is necessary to achieve high performance.

Expectancy theory A psychological theory suggesting that people are motivated by a combination of three beliefs:

valence, instrumentality, and expectancy.

Expert power Power that is based on one's knowledge and skills.

External environment Forces outside the organization's boundaries that influence the organization and its outcomes.

External equity Employee perceptions of fairness based on how much they are paid relative to people working in other organizations.

External labor orientation A human resource perspective that limits attachment to a specific organization and emphasizes hiring workers who already possess the skills they need to complete specific tasks.

External sourcing A recruiting strategy that fills job openings by hiring people who are not already employed by the organization.

F**Fair Labor Standards Act (FLSA)**

Federal legislation that governs compensation practices and helps ensure fair treatment of employees.

Fairness A characteristic of selection methods that reflects individuals' perceptions concerning potential bias and discrimination in the selection methods.

Family-to-work conflict

Problems that occur when meeting family obligations negatively influences work behavior and outcomes.

Featherbedding A practice in which a union requires a company to pay employees wages for work that is not performed; defined as an unfair labor practice.

Feedback Information given to employees to communicate how well they are performing.

Feedback specificity The level of detail in communication, which can range from broad information about overall performance to specific information about certain actions.

Flexible benefit program, or cafeteria benefits A benefit program that allows employees to choose the benefits that they want from a list of available benefits.

Flextime A scheduling policy that allows employees to determine the exact hours they will work within a specific band of time.

Flow approach Recruiting activities that are ongoing and designed to constantly find new employees.

Forced distribution Performance ratings that spread out ratings by requiring raters to place a certain percentage of employees in each category.

Forced ranking A rating format that asks raters to directly compare the contribution of an employee with the contribution of other employees.

Formalization stage Third stage in the organizational life cycle; focuses on establishing clear practices and procedures for carrying out work.

Four-fifths rule Evidence of adverse impact that occurs when the hiring rate of one group is less than 80 percent of the hiring rate of another group.

Frame-of-reference training

Training that focuses on building consistency in the way different raters observe and evaluate employee behaviors and outcomes.

Free Agent HR strategy A human resource strategy that combines emphasis on short-term employees with a focus on producing unique goods and services (an external/differentiation approach).

Free distribution Performance ratings that allow raters to place as many employees as they wish into each rating category.

Functional expert role A human resource role concerned with providing technical expertise related to functions such as hiring, training, and compensating employees.

G

Gainsharing A group-level incentive program that rewards groups of employees for working together to reduce costs and improve productivity.

General performance factor A broad factor of performance that represents an employee's overall contribution to the organization.

Global expansion strategy A competitive business strategy that focuses on increasing an organization's presence in foreign countries.

Globalization trends Trends concerning the process in which companies move from doing business within one country to doing business in many countries.

Goal setting A process in which employees set milestones or desired achievements for the future.

Goal-based team reward A group-level incentive provided to members of a team when the team meets or exceeds a specific goal.

Goal-setting theory A psychological theory suggesting that an individual's conscious choices explain motivation.

Graphic ratings A rating format that asks raters to provide a numerical score for an employee on each of several dimensions of performance.

Grievance A complaint filed by an employee who perceives that he or she has been unfairly treated by an organization.

Group incentive A reward that depends on the collective performance of a group of employees.

Growth strategy A competitive business strategy that focuses on expanding products and services into new markets.

H

Halo error A rating error that occurs when raters allow a general impression to influence ratings on specific dimensions of performance.

Harassment In the workplace, improper actions or words of coworkers that cause an employee to feel persistently annoyed or alarmed.

Hazard communication standard The OSHA requirement that organizations identify and label chemicals that might harm workers.

Healthcare plan An insurance plan that provides workers with medical services.

Health maintenance organization (HMO) A healthcare plan under which the provider receives a fixed amount for providing necessary

services to individuals who are enrolled in the plan.

Health savings account (HSA) A personal savings account that an employee can use to pay healthcare costs.

Holland typology A classification, developed by Dr. John Holland, of people's interests, values, and skills and of job environments; the typology asserts that people will be more satisfied and more successful in jobs that closely matches their characteristics.

Horizontal alignment The state in which individual human resource practices fit together and support each other.

Hostile environment In the context of sexual harassment, a form of harassment that occurs when employees create an offensive environment in the workplace that interferes with an individual's ability to perform work duties.

Human capital developer role A human resource role concerned with facilitating learning and skill development.

Human resource bundles Groups of human resource practices that work together to create a consistent work environment.

Human resource development The human resource function concerned with helping employees learn knowledge and skills.

Human resource management The field of study and practice that focuses on people in organizations.

Human resource planning The process of forecasting the number and type of employees that will be needed in the future.

Human resource practice competencies Knowledge and skills applied to carry out actions such as recruiting, hiring, training, and compensating.

Human resource strategy Strategy that focuses on different ways of managing employees of an organization.

I

Idealistic messaging The recruiting practice of communicating only positive information to potential employees.

Illegal bargaining topics Issues, such as planning to engage in race or gender discrimination, that are prohibited from being discussed as part of collective bargaining.

Immutable characteristics Personal characteristics that cannot reasonably be changed, such as race and sex.

Independent contractors Individuals who actually work for themselves but have an ongoing relationship with an organization.

Individual incentive A reward that depends on the performance of the individual employee.

Informal learning methods Natural learning that is neither planned nor organized.

Instrumentality The belief in the likelihood that the reward will actually be given contingent on high performance.

Intangible assets Nonphysical assets that represent value to an organization.

Integration The process of coordinating efforts so that employees work together.

Integrative issues Issues, such as safety improvement, whose resolution can provide more value to both parties.

Integrity testing Assessment of the likelihood that an individual will be dishonest.

Interdependence The extent to which a worker's actions affect and are affected by the actions of others.

Internal equity Employee perceptions of fairness based on how much they are paid relative to others working in the same organization.

Internal labor orientation A human resource perspective that emphasizes hiring workers early in their careers and retaining those workers for long periods of time.

Internal sourcing A recruiting strategy that fills job openings by transferring people who are already working in the organization.

Interpersonal citizenship behavior Positive employee actions aimed at helping specific coworkers succeed.

Inter-rater method A process of estimating reliability that compares assessment scores provided by different raters.

Involuntary turnover Employee separation that occurs because the employer chooses to terminate the employment relationship.

J

Job A collection of tasks that define the work duties of an employee.

Job analysis The process of systematically collecting information about the tasks that workers perform.

Job analysis interview Face-to-face meeting with the purpose of learning about a worker's duties and responsibilities.

Job analysis observation The process of watching workers perform tasks to learn about duties and responsibilities.

Job analysis questionnaire A series of written questions that seek information about a worker's duties and responsibilities.

Job-based fit Matching an employee's knowledge and skills to the tasks associated with a specific job.

Job-based pay A determination of how much to pay an employee that is based on assessments about the duties performed.

Job characteristics model A form of motivational job design that focuses on creating work that employees enjoy doing.

Job description Task statements that define the work tasks to be done by someone in a particular position.

Job design The process of deciding what tasks will be grouped together to define the duties of someone in a particular work position.

Job enrichment The addition of challenges or new responsibilities to jobs.

Job performance The contribution that individuals make to the organization that employs them.

Job posting Using company communication channels to communicate job vacancies.

Job redesign The process of reassessing task groupings to create new sets of duties that workers in particular positions are required to do.

Job rotation A time-limited lateral work assignment for the purpose of helping employees develop new knowledge and skill.

Job satisfaction Employees' feelings and beliefs about the quality of their jobs.

Job specifications Listing of the knowledge, skills, and abilities needed to perform the tasks described in a job description.

Job transfer A permanent lateral work assignment for the purpose of helping employees develop new knowledge and skills.

Justice theory A psychological theory suggesting that motivation is driven by beliefs about fairness.

K

Knowledge Memory of facts and principles.

L

Labor force trends Trends concerning the number and types of people who are working or looking for work.

Labor relations The dealings that result from interactions between a labor union and an employer.

Labor union An organization representing the collective interests of workers.

Lag-the-market strategy A compensation decision to pay employees an amount below what they might earn working for another organization.

Landrum-Griffin Act A federal law passed in 1959 to prevent corruption and regulate internal union affairs; formally known as the Labor-Management Reporting and Disclosure Act.

Layoff survivors Individuals who continue to work for an organization when their coworkers are laid off.

Layoff victims Individuals whose employment is terminated in a layoff.

Layoffs Large-scale terminations of employment that are unrelated to job performance.

Lead-the-market strategy A compensation decision to pay employees an amount above what they might earn working for another organization,

Learning A change in knowledge, skill, or attitude that results from experience.

Learning objective The individual learning outcome sought by training.

License A required designation of competence within a professional field.

Life insurance A form of insurance that pays benefits to family members or other beneficiaries when an insured person dies.

Line of sight The extent to which employees can see that their actions influence the outcomes used to determine whether they receive a particular reward.

Lockout An action in which an employer closes a workplace or otherwise prevents union members from working as a result of a labor dispute.

Long-term generalists Workers hired to perform a variety of different jobs over a relatively long period of time.

Long-term specialists Workers hired to develop specific expertise and establish a lengthy career within an organization.

Loyal Solider HR strategy A human resource strategy that combines emphasis on long-term employees with a focus on reducing costs (an internal/cost approach).

M

Mandatory bargaining topics Issues, such as wages, hours, and working conditions, that must be discussed as part of collective bargaining.

Market-based pay A compensation approach that determines how much to pay employees by assessing how much they could make working for other organizations.

Material safety data sheet (MSDS) An OSHA-required document that describes the nature of a hazardous chemical and methods of preventing and treating injuries related to the chemical.

Mediation A process in which a neutral third party attempts to help the parties reach an agreement but does not issue a binding decision to resolve the dispute; in the context of labor relations, mediation is

sometimes available as part of the grievance resolution process.

Medical and first aid standard The OSHA requirement that an organization make medical and first aid resources available to workers who may become injured.

Meet-the-market strategy A compensation decision to pay employees an amount similar to what they can make working for other organizations.

Mental disabilities Impairments of the mind that substantially limit an individual's ability to engage in normal life activities.

Mentoring When an experienced person helps a less experienced person learn and grow.

Merit bonus A one-time payment made to an individual for high performance.

Merit pay increase An individual incentive program in which an employee's salary increase is based on performance.

Merit-based system A performance management system that specifically seeks to identify and recognize the contributions of high performers.

Minimum cutoffs approach The process of eliminating applicants who do not achieve an acceptable score on each selection assessment.

Minimum wage A compensation rule requiring organizations to pay employees at least a certain amount for each hour they work.

Motivation The sum of forces that cause an individual to engage in certain behaviors rather than alternative actions.

Multiple hurdles approach The process of obtaining scores on a selection method and only allowing those who achieve a minimum score to take the next assessment.

Multisource assessments and feedback A process in which an employee's managers, peers, and sometimes subordinates and customers answer questions about the employee. Responses are combined and provided as

developmental feedback to the employee.

Multisource performance ratings Performance ratings obtained from a variety of raters such as customers, coworkers, supervisors, and self.

N

Narrative ratings A rating format that asks raters to provide a written description of an employee's performance.

National Labor Relations Board (NLRB) A board of five members appointed by the President of the United States to enforce the Wagner Act.

Needs assessment A process for determining what training to offer and who should be trained.

Negative feedback Information that communicates things an employee needs to change in order to improve.

Negligent hiring A legal issue that can arise when an organization does not thoroughly evaluate the background of an applicant who is hired and then harms someone.

New employee orientation A process in which organizations help new employees adjust so they can perform their work effectively.

Nonexempt employees All employees who are not explicitly exempt from the FLSA, sometimes referred to as hourly workers.

O

Objective performance measures Performance measures that are numerical and based on counts of behaviors or outcomes.

Occupational Information Network An online source of information about jobs and careers.

Open shop An organization that does not require employees to affiliate with or pay dues to the union elected to represent the organization's employees.

Opportunities Positive elements of an organization's external environment.

Opportunity to perform Allowing employees a chance to use the skills they learned in training back on the job.

Organizational analysis A process used to identify characteristics of the organizational environment that will influence the effectiveness of training.

Organization-based fit Matching an employee's characteristics to the general culture of the organization.

Organizational citizenship behavior Positive employee actions aimed at helping the organization as a whole to succeed.

Organizational life cycle Stages through which an organization moves after its founding.

Organizational objective The organization result sought by training.

Outplacement services Professional assistance provided by an employer to help employees who have been dismissed to cope with job loss and find new positions.

Overtime A compensation rule requiring organizations to pay a higher hourly rate for each hour that a nonexempt employee works beyond 40 hours in a one-week period.

P

Parity-based system A performance management system that seeks to recognize contributions from all employees without elevating some above others.

Pay-for-performance Compensation practices that use differences in employee performance to determine differences in pay.

Pay level The compensation decision concerning how much to pay employees relative to what they could earn doing the same job elsewhere.

Pay survey Gathering information to learn how much employees are being paid by other organizations.

Pay without work Compensation paid for time off, such as holidays.

Perceived organizational support Employees' beliefs about how much their employer values their contributions and cares about their personal well-being.

Performance appraisal The process of measuring what

employees contribute to the organization.

Performance management The process of measuring and providing feedback about employee contributions to the organization.

Permissive bargaining topics Issues, such as employee involvement and strategic direction, that are not required but are allowed to be discussed as part of collective bargaining.

Person analysis A process used to identify who needs training and what characteristics of those individuals will influence the effectiveness of training.

Personal aggression Harmful employee actions that seek to personally harm coworkers.

Personality testing Assessment of traits that show consistency in behavior.

Physical disabilities Body impairments that substantially limit an individual's ability to engage in normal life activities.

Piece-rate incentive An individual incentive program in which each employee is paid a certain amount for each piece of output.

Point system A process of assigning numerical values to each job in order to compare the value of contributions within and across organizations.

Political deviance Harmful employee actions designed to harm the performance and careers of other employees.

Population trends Demographic trends related to the characteristics of people in a certain population.

Position Analysis Questionnaire (PAQ) A method of job analysis that uses a structured questionnaire to learn about work activities.

Positional power Power that is based on one's formal role within the organization.

Positive feedback Information that communicates things that an employee is doing well.

Potential A selection approach emphasizing broad characteristics that foreshadow

capability to develop future knowledge and skill.

Predictive validation strategy A form of criterion-related validity estimation in which selection assessments are obtained from applicants before they are hired.

Predictor weighting Multiplying scores on selection assessments by different values to give more important means greater weight.

Primacy error A rating error that occurs when raters place too much emphasis on performance observed at the beginning of the measurement period.

Private employment agency A business that exists for the purpose of helping organizations find workers.

Proactive needs assessment A systematic process for determining and prioritizing the training programs to be developed and delivered by an organization.

Problem definition The gap between desired and actual performance.

Procedural justice Perceptions of fairness based on the processes used to allocate outcomes such as pay.

Procedural knowledge and skill Information and expertise that an employee needs to have in order to carry out specific actions.

Production deviance Harmful employee actions aimed at reducing the speed and accuracy of production processes.

Profit sharing An organization-wide incentive program under which a portion of organizational profits are shared with employees.

Progressive discipline Discipline involving successively more severe consequences for employees who continue to engage in undesirable behavior.

Property deviance Harmful employee actions aimed at destroying assets of the organization.

Protean career A career characterized by personal responsibility, continuous and self-directed development, and an emphasis on psychological success.

Protected classes Groups of people, such as racial minorities and women, who are protected against discrimination by law.

Public employment agency Government-sponsored agency that helps people find jobs.

Punitive damages Payments ordered by courts that exceed actual damages and are designed to punish a defendant—for example, to punish a company for discrimination.

Pygmalion effect A process whereby performance increases when leaders have high expectations about the skills and capabilities of followers.

Q

Qualified benefit plan A benefit plan that meets federal guidelines so that the organization can provide nontaxable benefits to employees.

Quality measures Methods of assessing recruiting effectiveness that focus on the extent to which sources provide applicants who are actually qualified for jobs.

Quantity measures Methods of assessing recruiting effectiveness that focus on the number of applicants and hires found by each source.

Quid pro quo In the context of sexual harassment, a form of harassment that makes continued employment and advancement contingent upon sexual favors.

R

Race-norming The practice of evaluating an applicant's score by comparing the score only with scores achieved by people of the same race.

Railway Labor Act (RLA) A federal law passed in 1926 to regulate relationships between railroad companies and unions.

Rapid model of instructional design A process used to create training programs in which assessment, design and delivery, and evaluation overlap in time.

Rater bias Bias that occurs when a rater unfairly

provides lower ratings to certain groups of people, such as women and minorities.

Rational strategic approach An approach in which organizational leaders carefully plan a strategy before carrying it out.

Reactive needs assessment

A problem-solving process used to determine whether training is necessary to fix a specific performance problem and, if training is necessary, what training should be delivered.

Realistic job previews Information given to potential employees that provides a complete picture of the job and organization.

Realistic messaging The recruiting practice of communicating both good and bad features of jobs to potential employees.

Reality check A process in which employees determine the accuracy of their self-assessments and how those assessments fit with opportunities in the environment.

Reasonable accommodation Under the ADA, an alteration of the work environment that enables a qualified individual with a disability to perform essential tasks.

Recency error A rating error that occurs when raters place too much emphasis on performance observed right before the measure is taken.

Reciprocal processing Work organized around teams such that workers constantly adjust to the task inputs of others.

Reinforcement theory A psychological theory suggesting that people are motivated by antecedents (environmental cues) and consequents (rewards and punishments).

Relapse prevention training A transfer enhancement activity that helps prepare trainees to overcome obstacles to using trained behaviors on the job.

Relational commitment A sense of loyalty to an organization that is based not only on financial incentives but also on social ties.

Relative measures Performance ratings that assess an employee's contributions through comparison with

the contributions of other employees.

Reliability The degree to which a selection method yields consistent results.

Repatriation The process of adjusting to a home culture after returning from living and working in another culture.

Return on investment (ROI) An efficiency measure created by dividing the monetary value of training benefits by the costs of delivering training and multiplying the result by 100.

Right-to-work laws State laws that require open shop labor agreements.

Risk management The human resource function concerned with employees' physical and mental well-being.

Role Behaviors that define how a person is expected to act in a given setting, such as the workplace.

S

Salary compression A situation created when new employees receive higher pay than employees who have been with the organization for a long time even though they perform the same job.

Scientific management A set of management principles that focus on efficiency and standardization of processes.

Secondary boycott A boycott by unionized employees that is meant to pressure a company not to purchase goods and services from another company that is engaged in a labor dispute with a union; defined as an unfair labor practice.

Self-assessment A process in which employees determine their interests, values, personalities, and skills.

Sequential processing Work organized around an assembly line such that the completed tasks of one employee feed directly into the tasks of another employee.

Severance compensation Money provided to an employee as part of a dismissal package.

Sexual harassment In the workplace, improper words or actions that are sexual in

nature or that are directed toward workers of a specific sex or sexual orientation.

Short-term generalists Workers hired to produce general labor inputs for a relatively short period of time.

Short-term specialists Workers hired to provide specific labor inputs for a relatively short period of time.

Sick leave Compensation paid to employees who are unable to work because they are ill.

Situational influences Factors that affect performance but that are outside the control of the employee being rated.

Situational interview Type of structured interview that uses questions based on hypothetical situations.

Situational judgment test

Assessment that asks job applicants what they would do, or should do, in a hypothetical situation.

Situational specificity The condition in which evidence of validity in one setting does not support validity in other settings.

Skills Proficiency at performing a particular act.

Skill-based pay A determination of how much to pay an employee that is based on skills, even if those skills are not currently used to perform duties.

Social security system A federal program that requires workers to pay into a retirement fund, from which they will draw when they have reached a certain age.

Socialization The process in which a new employee learns about an organization and develops social relationships with other organizational members.

Split-halves method A process of estimating reliability that compares scores on two parts of a selection assessment.

Stakeholders Individuals or groups who are affected by or who affect an organization.

Standard rate The rate of pay that an employee receives for producing an average number of output units.

Stock options Rights to purchase stock at a specified price in the future.

Stock plan An incentive plan that gives employees company stock, providing the employees with an ownership interest in the organization.

Strategic management The human resource function concerned with strategic planning for producing and marketing goods and services.

Strategic partner role A human resource role concerned with providing inputs that help an organization put its competitive strategy into action.

Strategy Coordinated choices and actions that provide direction for people and organizations.

Strengths Positive elements that define areas in which an organization has high internal capability.

Strike An action in which union members refuse to perform their job duties as a result of a labor dispute.

Structured interview Employment interview that incorporates multiple raters, common questions, and standardized evaluation procedures.

Subjective performance measures Performance measures that represent judgments made by raters.

T

Taft-Hartley Act A federal law passed in 1947 that regulates union activities and requires unions to bargain in good faith; formally known as the Labor-Management Relations Act.

Talent wars Negative competition in which companies attempt to hire one another's employees.

Targeted skill scope A recruiting strategy that seeks to attract a small number of applicants who have specific characteristics.

Task analysis A process used to describe the work activities of employees, including the knowledge and skill required to complete those activities.

Task analysis inventory A method of job analysis in which job agents rate the frequency and importance of tasks associated with a specific set of work duties.

- Task performance** Employee behavior that directly contributes to producing goods or services.
- Telework** Completion of work through voice and data lines such as telephone and high-speed Internet connections.
- Temporary workers** Individuals who are employed by an outside staffing agency and assigned to work in an organization for a short period of time.
- Test-retest method** A process of estimating reliability that compares scores on a single selection assessment obtained at different times.
- Threats** Negative elements of an organization's external environment.
- Time measures** Methods of assessing recruiting effectiveness that focus on the length of time it takes to fill positions.
- Title VII** The portion of the Civil Rights Act of 1964 that focuses specifically on employment discrimination.
- Total rewards** The human resource function concerned with managing pay and benefits.
- Traditional model of instructional design** A process used to create training programs in which needs assessment is followed by design and delivery and then by evaluation.
- Training** A planned effort to help employees learn job-related knowledge, skills, and attitudes.
- Training climate** Environmental factors that support training, including policies, rewards, and the attitudes and actions of management and coworkers.
- Training effectiveness** The extent to which trainees and their organizations benefit as intended from training.
- Training efficiency** The extent to which the benefits of training exceed the costs of developing and delivering training.
- Training media** How training content and the associated methods are delivered to the learner.
- Training methods** How training content is organized and structured for the learner.
- Training vendors** Organizations that sell existing training programs or services to develop and deliver training programs.
- Transactional commitment** A sense of obligation to an organization that is created primarily by financial incentives.
- Transfer of training** Application on the job of knowledge, skills, or attitudes learned in training.
- Turnaround strategy** A competitive business strategy that focuses on radical change to return a company to profitability.
- U**
- Undue hardship** Under the ADA, a severe economic or other hardship placed on an employer by the requirement to make accommodations for workers with disabilities; an employer is not required to make accommodations that impose undue hardship.
- Unemployment insurance** A network of state-mandated insurance plans that provide monetary assistance to workers who lose their jobs through no fault of their own.
- Unfair labor practices** Labor practices on the part of employers or unions that are prohibited by federal law.
- Uniform relational compensation** A reward package that develops long-term loyalty and minimizes differences in the pay levels of employees.
- Uniform rewards** A reward system that minimizes differences among workers and offers similar compensation to all employees.
- Uniform transactional compensation** A reward package that uses money to build commitment and minimizes differences in the pay levels of employees.
- Union shop** An organization that requires workers to join a union as soon as they are hired.
- Union steward** A representative of the union who acts as an advocate for employees.
- Universalistic approach** A human resource perspective that seeks to identify methods of managing people that are effective for all organizations.
- Upward move** A career move resulting in an increase in responsibility, pay, and status; also known as a promotion.
- Utility** A characteristic of selection methods that reflects their cost effectiveness.
- Utilization study** An assessment to determine how closely an organization's pool of employees reflects the racial and gender profile of the surrounding community.
- V**
- Valence** The value that an individual places on a reward being offered.
- Validity** The quality of being justifiable. To be valid, a method of selecting employees must accurately predict who will perform the job well.
- Validity generalization** The condition in which evidence of validity in one setting can be seen as evidence of validity in other settings.
- Variable relational compensation** A reward package that develops long-term loyalty and emphasizes differences in the pay of high and low performers.
- Variable rewards** A reward system that pays some employees substantially more than others in order to emphasize difference between high and low performers.
- Variable transactional compensation** A reward package that uses money to build commitment and emphasizes differences in the pay of high and low performers.
- Vertical alignment** The state in which an organization's human resource strategy supports its competitive business strategy.
- Vested** Eligible to receive the benefits of a retirement plan; individual employees must often work a certain period of time before such eligibility is granted.
- Voluntary turnover** Employee separation that occurs because the employee chooses to leave.
- W**
- Wagner Act** A federal law passed in 1935 that created the National Labor Relations Board and provided employees with the express right to organize unions; formally known as the National Labor Relations Act.
- Walking/working surfaces standard** The OSHA requirement that an organization maintain a clean and orderly work environment.
- Weaknesses** Negative factors that define areas in which an organization has low internal capability.
- Withdrawal** The process that occurs when employees begin to distance themselves from the organization by working less hard and planning to quit.
- Work design** The process of assigning and coordinating work tasks among employees.
- Work sample testing** Assessment of performance on tasks that represent specific job actions.
- Workers' compensation** State programs that provide workers and families with compensation for work-related accidents and injuries.
- Workforce planning and employment** The human resource function concerned with designing jobs and placing people in those jobs.
- Work-role centrality** The degree to which a person's life revolves around his or her job.
- Work-to-family conflict** Problems that occur when meeting work obligations negatively influences behavior and outcomes at home.