

Glossary

4/5ths Rule Rule stating that discrimination generally is considered to occur if the selection rate for a protected group is less than 80% of the group's representation in the relevant labor market or less than 80% of the selection rate for the majority group.

401(k) plan An agreement in which a percentage of an employee's pay is withheld and invested in a tax-deferred account.

Ability tests Tests that assess learned skills.

Active practice The performance of job-related tasks and duties by trainees during training.

Adverse selection Situation in which only higher-risk employees select and use certain benefits.

Affirmative action A process in which employers identify problem areas, set goals, and take positive steps to guarantee equal employment opportunities for people in a protected class.

Agency shop A firm that requires employees who refuse to join the union to pay amounts equal to union dues and fees for the union's representative services.

Applicant pool All persons who are actually evaluated for selection.

Applicant population A subset of the labor force population that is available for selection using a particular recruiting approach.

Aptitude tests Tests that measure general ability to learn or acquire a skill.

Arbitration Process that uses a neutral third party to make a decision.

Assessment center A collection of instruments and exercises designed to diagnose a person's development needs.

Attentional advice Providing trainees information about the processes and strategies that can lead to training success.

Attitude survey A special type of survey that focuses on employees' feelings and beliefs about their jobs and the organization.

Autonomy The extent of individual freedom and discretion in the work and its scheduling.

Availability analysis An analysis that identifies the number of protected-class members available to work in the appropriate labor markets in given jobs.

Balance-sheet approach An approach to international compensation that provides international employees with a

compensation package that equalizes cost differences between the international assignment and the same assignment in the home country of the individual or the corporation.

Bargaining unit All employees eligible to select a single union to represent and bargain collectively for them.

Base pay The basic compensation an employee receives, usually as a wage or salary.

Behavior modeling Copying someone else's behavior.

Behavioral description interview Interview in which applicants give specific examples of how they have performed or handled problems in the past.

Behavioral rating approach Assesses an employee's behaviors instead of other characteristics.

Behaviorally experienced training Training methods that deal less with physical skills than with attitudes, perceptions, and interpersonal issues.

Benchmark job Job found in many organizations and performed by several individuals who have similar duties that are relatively stable and require similar KSAs.

Benchmarking Comparing specific measures of performance against data on those measures in other "best practices" organizations.

Benefit An indirect reward given to an employee or group of employees as a part of organizational membership.

Bona fide occupational qualification (BFOQ) A characteristic providing a legitimate reason why an employer can exclude persons on otherwise illegal bases of consideration.

Bonus A one-time payment that does not become part of the employee's base pay.

Broadbanding Practice of using fewer pay grades having broader ranges than traditional compensation systems.

Business agent A full-time union official employed by the union to operate the union office and assist union members.

Business necessity A practice necessary for safe and efficient organizational operations.

Career The sequence of work-related positions a person occupies throughout life.

Central tendency error Rating all employees in a narrow band in the middle of the rating scale.

Checklist Performance appraisal tool that uses a list of statements or words that are checked by raters.

Closed shop A firm that requires individuals to join a union before they can be hired.

Co-determination A practice whereby union or worker representatives are given positions on a company's board of directors.

Co-payment Employee's payment of a portion of the cost of both insurance premiums and medical care.

Coaching Daily training and feedback given to employees by immediate supervisors.

Collective bargaining The process whereby representatives of management and workers negotiate over wages, hours, and other terms and conditions of employment.

Commission Compensation computed as a percentage of sales in units or dollars.

Compa-ratio Pay level divided by the midpoint of the pay range.

Compensable factor That used to identify a job value that is commonly present throughout a group of jobs.

Compensation committee Usually a subgroup of the board of directors composed of directors who are not officers of the firm.

Compensatory time off That given in lieu of payment for extra time worked.

Competencies Basic characteristics that can be linked to enhanced performance by individuals or teams.

Complaint An indication of employee dissatisfaction that has not been submitted in writing.

Compressed workweek Workweek in which a full week's work is accomplished in fewer than five days.

Conciliation Process by which a third party attempts to keep union and management negotiators talking so that they can reach a voluntary settlement.

Concurrent validity Validity measured when an employer tests current employees and correlates the scores with their performance ratings.

Construct validity Validity showing a relationship between an abstract characteristic and job performance.

Constructive discharge Occurs when an employer deliberately makes conditions intolerable in an attempt to get an employee to quit.

Content validity Validity measured by use of a logical, nonstatistical method to identify the KSAs and other characteristics necessary to perform a job.

Contractual rights Rights based on a specific contractual agreement between employer and employee.

Contrast error Tendency to rate people relative to other people rather than to performance standards.

Contributory plan Pension plan in which the money for pension benefits is paid in by both employees and employers.

Core competency A unique capability in the organization that creates high value and that differentiates the organization from its competition.

Correlation coefficient An index number giving the relationship between a predictor and a criterion variable.

Cost/benefit analysis Compares costs of training with the benefits received.

Craft union A union whose members do one type of work, often using specialized skills and training.

Criterion-related validity Validity measured by means of a procedure that uses a test as the predictor of how well an individual will perform on the job.

Culture The societal forces affecting the values, beliefs, and actions of a distinct group of people.

Cumulative trauma disorders (CTDs) Muscle and skeletal injuries that occur when workers repetitively use the same muscles to perform tasks.

Decertification A process whereby a union is removed as the representative of a group of employees.

Defined-benefit plan Pension plan in which an employee is promised a pension amount based on age and service.

Defined-contribution plan Pension plan in which the employer makes an annual payment to an employee's pension account.

Development Efforts to improve employees' ability to handle a variety of assignments.

Differential piece-rate system Pays employees one piece-rate wage for units produced up to a standard output and a higher piece-rate wage for units produced over the standard.

Disabled person Someone who has a physical or mental impairment that substantially limits that person in some major life activities, who has a record of such an impairment, or who is regarded as having such an impairment.

Discipline A form of training that enforces organizational rules.

Disparate impact Situation that exists when there is a substantial underrepresentation of protected-class members as a result of employment decisions that work to their disadvantage.

Disparate treatment Situation that exists when protected-class members are treated differently from others.

Distributive justice Perceived fairness in the distribution of outcomes.

Diversity Differences among people.

Downsizing Reducing the size of an organizational workforce.

Draw An amount advanced from and repaid to future commissions earned by the employee.

Due process In employment settings, the opportunity for individuals to explain and defend their actions against charges of misconduct or other reasons.

Dues checkoff Provision that union dues will be deducted automatically from payroll checks of union members.

Duty A large work segment composed of several tasks that are performed by an individual.

Earned-time plan Plan that combines all time-off benefits into a total number of hours or days that employees can take off with pay.

Economic value added (EVA) A firm's net operating profit after the cost of capital is deducted.

Effectiveness The extent to which goals have been met.

Efficiency The degree to which operations are done in an economical manner.

Employee assistance program (EAP) Program that provides counseling and other help to employees having emotional, physical, or other personal problems.

Employee responsibilities Obligations to be accountable for actions.

Employee stock ownership plan (ESOP) A plan whereby employees gain stock ownership in the organization for which they work.

Employment contract Agreement that formally spells out the details of employment.

Employment-at-will (EAW) A common-law doctrine stating that employers have the right to hire, fire, demote, or promote whomever they choose, unless there is a law or contract to the contrary.

Encapsulated development Situation in which an individual learns new methods and ideas in a development course and returns to a work unit that is still bound by old attitudes and methods.

Environmental scanning The process of studying the environment of the organization to pinpoint opportunities and threats.

Equal employment opportunity (EEO) The concept that individuals should have equal treatment in all employment-related actions.

Equity The perceived fairness of the relation between what a person does (inputs) and what the person receives (outcomes).

Ergonomics The proper design of the work environment to address the physical demands experienced by people.

Essential job functions The fundamental job duties of the employment position that an individual with a disability holds or desires.

Executive order An order issued by the President of the United States to provide direction to government departments on a specific issue or area.

Exempt employees Employees to whom employers are not required to pay overtime under the Fair Labor Standards Act.

Exit interview An interview in which those leaving the organization are asked to identify the reasons for their departure.

Expatriate An employee working in a unit or plant who is not a citizen of the country in which the unit or plant is located, but is a citizen of the country in which the organization is headquartered.

Experiment Research to determine how factors respond when changes are made in one or more variables, or conditions.

Extinction The absence of an expected response to a situation.

Extranet An Internet-linked network that allows employees access to information provided by external entities.

Federation A group of autonomous national and international unions.

Feedback The amount of information received about how well or how poorly one has performed.

Flexible benefits plan One that allows employees to select the benefits they prefer from groups of benefits established by the employer.

Flexible spending account Account that allows employees to contribute pretax dollars to buy additional benefits.

Flexible staffing Use of recruiting sources and workers who are not employees.

Flextime A scheduling arrangement in which employees work a set number of hours per day but vary starting and ending times.

Forced distribution Performance appraisal method in which ratings of employees' performance are distributed along a bell-shaped curve.

Forecasting Identifying expected future conditions based on information from the past and present.

Gainsharing The sharing with employees of greater-than-expected gains in profits and/or productivity.

Garnishment A court action in which a portion of an employee's wages is set aside to pay a debt owed a creditor.

Glass ceiling Discriminatory practices that have prevented women and other protected-class members from advancing to executive-level jobs.

Global organization An organization that has corporate units in a number of countries that are integrated to operate as one organization worldwide.

Golden parachute A severance benefit that provides protection and security to executives in the event that they lose their jobs or that their firms are acquired by other firms.

Graphic rating scale A scale that allows the rater to mark an employee's performance on a continuum.

Green-circled employee An incumbent who is paid below the range set for the job.

Grievance A complaint that has been put in writing and made formal.

Grievance arbitration A means by which disputes arising from different interpretations of a labor contract are settled by a third party.

Grievance procedures Formal channels of communications used to resolve grievances.

Halo effect Rating a person high or low on all items because of one characteristic.

Handbilling Practice in which unions distribute written publicity in order to convince employees to sign authorization cards.

Health A general state of physical, mental, and emotional well-being.

Health maintenance organization (HMO) Managed care plan that provides services for a fixed period on a prepaid basis.

Host-country national An employee working in a unit or plant who is a citizen of the country in which the unit or plant is located, but where the unit or plant is operated by an organization headquartered in another country.

HR audit A formal research effort that evaluates the current state of HR management in an organization.

HR generalist A person with responsibility for performing a variety of HR activities.

HR research The analysis of data from HR records to determine the effectiveness of past and present HR practices.

HR specialist A person with in-depth knowledge and expertise in a limited area of HR.

HR strategies The means used to aid the organization in anticipating and managing the supply and demand for human resources.

Human capital The total value of human resources to the organization.

Human Resource (HR) management The design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish the organizational goals.

Human Resource (HR) planning The process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objectives.

Human resource information system (HRIS) An integrated system designed to provide information used in HR decision making.

Illegal issues Collective bargaining issues that would require either party to take illegal action.

Immediate confirmation The concept that people learn best if reinforcement is given as soon as possible after training.

Importing and exporting The phase of international interaction in which an organization begins selling and buying goods and services with organizations in other countries.

Independent contractors Workers who perform specific services on a contract basis.

Individual retirement account (IRA) A special account in which an employee can set aside funds that will not be taxed until the employee retires.

Individual-centered career planning Career planning that focuses on individuals' careers rather than on organizational needs.

Individualism Dimension of culture that refers to the extent to which people in a country prefer to act as individuals instead of members of groups.

Industrial union A union that includes many persons working in the same industry or company, regardless of jobs held.

Informal training Training that occurs internally through interactions and feedback among employees.

Interfaces Areas of contact between the HR unit and managers within the organization.

Intranet An organizational network that operates over the Internet.

Job A grouping of similar positions having common tasks, duties, and responsibilities.

Job analysis A systematic way to gather and analyze information about the content and the human requirements of jobs, and the context in which jobs are performed.

Job criteria Important elements of a job on which performance is measured.

Job description Identification of the tasks, duties, and responsibilities of a job.

Job design Organizing tasks, duties, and responsibilities into a productive unit of work.

Job enlargement Broadening the scope of a job by expanding the number of different tasks to be performed.

Job enrichment Increasing the depth of a job by adding employee responsibility for planning, organizing, controlling, and evaluating the job.

Job evaluation The systematic determination of the relative worth of jobs within an organization.

Job family A grouping of jobs having similar characteristics.

Job posting and bidding A system in which the employer provides notices of job openings within the organization and employees respond by applying for specific openings.

Job responsibilities Obligations to perform certain tasks and duties.

- Job rotation** The process of shifting a person from job to job.
- Job satisfaction** A positive emotional state resulting from evaluating one's job experiences.
- Job specifications** List the knowledge, skills, and abilities (KSAs) an individual needs to do the job satisfactorily.
- Just cause** Sufficient justification for taking employment-related actions.
- Keogh plan** A type of individualized pension plan for self-employed individuals.
- Labor force population** All individuals who are available for selection if all possible recruitment strategies are used.
- Labor markets** The external sources from which organizations attract employees.
- Lockout** Shutdown of company operations undertaken by management to prevent union members from working.
- Long-term orientation** Dimension of culture that refers to values people hold that emphasize the future, as opposed to short-term values focusing on the present and the past.
- Lump-sum increase (LSI)** A one-time payment of all or part of a yearly pay increase.
- Managed care** Approaches that monitor and reduce medical costs using restrictions and market system alternatives.
- Management by objectives (MBO)** Specifies the performance goals that an individual hopes to attain within an appropriate length of time.
- Management rights** Those rights reserved to the employer to manage, direct, and control its business.
- Mandated benefits** Those benefits which employers in the United States must provide to employees by law.
- Mandatory issues** Collective bargaining issues that are identified specifically by labor laws or court decisions as being subject to bargaining.
- Marginal functions** Functions that are part of a job but are incidental or ancillary to the purpose and nature of a job.
- Market line** The line on a graph showing the relationship between job value, as determined by job evaluation points, and pay survey rates.
- Market price** Typical wage paid for a job in the immediate labor market.
- Masculinity/Femininity** Dimension of culture that refers to the degree to which "masculine" values prevail over "feminine" values.
- Massed practice** The performance of all of the practice at once.
- Maturity curve** Curve that depicts the relationship between experience and pay rates.
- Mediation** Process by which a third party assists negotiators in their discussions and also suggests settlement proposals.
- Mental ability tests** Tests that measure reasoning capabilities.
- Mentoring** A relationship in which managers at midpoints in their careers aid individuals in the earlier stages of their careers.
- Moonlighting** Work outside a person's regular employment that takes 12 or more additional hours per week.
- Motivation** The desire within a person causing that person to act.
- Multinational enterprise (MNE)** An organization with units located in foreign countries.
- National emergency strike** A strike that would affect the national economy significantly.
- Negative reinforcement** An individual works to avoid an undesirable consequence.
- Nepotism** Practice of allowing relatives to work for the same employer.
- Noncompete covenants** Agreement that prohibits an individual who leaves the organization from competing with the employer in the same line of business for a specified period of time.
- Noncontributory plan** Pension plan in which all the funds for pension benefits are provided by the employer.
- Nondirective interview** Interview that uses general questions, from which other questions are developed.
- Nonexempt employees** Employees who must be paid overtime under the Fair Labor Standards Act.
- Nonpiracy agreement** Provisions stating that if the individual leaves the organization, existing customers and clients cannot be solicited for business for a specified period of time.
- Ombudsman** Person outside the normal chain of command who acts as a problem solver for management and employees.
- Organization chart** A depiction of the relationships among jobs in an organization.
- Organization-centered career planning** Career planning that focuses on jobs and on constructing career paths that provide for the logical progression of people between jobs in an organization.
- Organizational commitment** The degree to which employees believe in and accept organizational goals and desire to remain with the organization.
- Organizational culture** A pattern of shared values and beliefs giving members of an organization meaning and providing them with rules for behavior.
- Orientation** The planned introduction of new employees to their jobs, coworkers, and the organization.
- Outplacement** A group of services provided to displaced employees to give them support and assistance.
- Panel interview** Interview in which several interviewers interview the candidate at the same time.

Pay compression Situation in which pay differences among individuals with different levels of experience and performance in the organization becomes small.

Pay equity Similarity in pay for jobs requiring comparable levels of knowledge, skills, and ability even where actual job duties differ significantly.

Pay grade A grouping of individual jobs having approximately the same job worth.

Pay survey A collection of data on existing compensation rates for workers performing similar jobs in other organizations.

Peer review panel Alternative dispute resolution method in which a panel of employees hear appeals from disciplined employees and make recommendations or decisions.

Pension plans Retirement benefits established and funded by employers and employees.

Performance appraisal (PA) The process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information.

Performance management system Processes used to identify, encourage, measure, evaluate, improve, and reward employee performance.

Performance standards Indicators of what the job accomplishes and how performance is measured; expected levels of performance.

Permissive issues Collective bargaining issues that are not mandatory but relate to certain jobs.

Perquisites (perks) Special benefits—usually noncash items—for executives.

Placement Fitting a person to the right job.

Policies General guidelines that focus organizational actions.

Portability A pension plan feature that allows employees to move their pension benefits from one employer to another.

Position A job performed by one person.

Positive reinforcement A person receives a desired reward.

Power distance Dimension of culture that refers to the inequality among the people of a nation.

Predictive validity Validity measured when test results of applicants are compared with subsequent job performance.

Predictors Measurable indicators of selection criteria.

Preferred provider organization (PPO) A health-care provider that contracts with an employer group to provide health-care services to employees at a competitive rate.

Primary research Research method in which data is gathered firsthand for the specific project being conducted.

Procedural justice The perceived fairness of the process and procedures used to make decisions about employees.

Procedures Customary methods of handling activities.

Production cells Groupings of workers who produce entire products or components of products.

Productivity A measure of the quantity and quality of work done, considering the cost of the resources it took to do the work.

Profit sharing A system to distribute a portion of the profits of the organization to employees.

Protected class Those individuals who fall within a group identified for protection under equal employment laws and regulations.

Psychological contract The unwritten expectations that employees and employers have about the nature of their work relationships.

Punishment Action taken to repel a person from an undesired action.

Quality circle A small group of employees who monitor productivity and quality and suggest solutions to problems.

Ranking Listing of all employees from highest to lowest in performance.

Rater bias Error that occurs when a rater's values or prejudices distort the rating.

Ratification Process by which union members vote to accept the terms of a negotiated labor agreement.

Realistic job preview (RJP) The process through which an interviewer provides a job applicant with an accurate picture of a job.

Reasonable accommodation A modification or adjustment to a job or work environment that enables a qualified individual with a disability to have equal employment opportunity.

Recency effect Error in which the rater gives greater weight to recent events when appraising an individual's performance.

Reciprocity A feeling of obligation to "give in return" or reciprocate good treatment.

Recruiting The process of generating a pool of qualified applicants for organizational jobs.

Red-circled employee An incumbent who is paid above the range set for the job.

Reengineering Rethinking and redesigning work to improve cost, service, and speed.

Reinforcement A concept that people tend to repeat responses that give them some type of positive reward and avoid actions associated with negative consequences.

Reliability The consistency with which a test measures an item.

Repatriation The process of bringing expatriates home.

Retaliation Punitive actions taken by employers against individuals who exercise their legal rights.

Return on investment (ROI) Calculation showing the value of expenditures for HR activities.

Reverse discrimination A condition that may exist when a person is denied an opportunity because of preferences given to protected-class individuals who may be less qualified.

Rights That which belongs to a person by law, nature, or tradition.

Right to privacy Defined in legal terms for individuals as the freedom from unauthorized and unreasonable intrusion into their personal affairs.

Right-to-work laws State laws that prohibit both the closed shop and the union shop.

Right-to-sue letter A letter issued by the EEOC that notifies a complainant that he or she has 90 days in which to file a personal suit in federal court.

Role playing A development technique requiring the trainee to assume a role in a given situation and act out behaviors associated with that role.

Rules Specific guidelines that regulate and restrict the behavior of individuals.

Sabbatical leave Paid time off the job to develop and rejuvenate oneself.

Safety Condition in which the physical well-being of people is protected.

Salaries Payments that are consistent from period to period despite the number of hours worked.

Salting Practice in which unions hire and pay people to apply for jobs at certain companies; when the people are hired, they begin union organizing efforts.

Secondary research Research method using data already gathered by others and reported in books, articles in professional journals, or other sources.

Security Protection of employer facilities and equipment from unauthorized access and protection of employees while on work premises or work assignments.

Security audit A review of the security vulnerability in an organization.

Selection The process of choosing individuals who have relevant qualifications to fill jobs in an organization.

Selection criteria Characteristics that a person must have to do the job successfully.

Selection interview Interview designed to identify information on a candidate and clarify information from other sources.

Self-directed work team An organizational team composed of individuals who are assigned a cluster of tasks, duties, and responsibilities to be accomplished.

Separation agreement Agreement in which an employee who is being terminated agrees not to sue the employer in exchange for specified benefits.

Serious health condition A health condition requiring inpatient, hospital, hospice, or residential medical care or continuing physician care.

Severance pay A security benefit voluntarily offered by employers to employees who lose their jobs.

Sexual harassment Actions that are sexually directed, are unwanted, and subject the worker to adverse employment conditions or create a hostile work environment.

Shamrock team An organizational team composed of a core of members, resource experts who join the team as appropriate, and part-time/temporary members as needed.

Silver parachute A severance and benefits plan to protect nonexecutives if their firms are acquired by other firms.

Simulation A development technique that requires participants to analyze a situation and decide the best course of action based on the data given.

Situational interview A structured interview composed of questions about how applicants might handle specific job situations.

Skill variety The extent to which the work requires several different activities for successful completion.

Spaced practice Several practice sessions spaced over a period of hours or days.

Special-purpose team An organizational team that is formed to address specific problems and may continue to work together to improve work processes or the quality of products and services.

Statutory rights Rights based on laws.

Stock option A plan that gives an individual the right to buy stock in a company, usually at a fixed price for a period of time.

Straight piece-rate system A pay system in which wages are determined by multiplying the number of units produced by the piece rate for one unit.

Strategic planning The process of identifying organizational objectives and the actions needed to achieve those objectives.

Stress interview Interview designed to create anxiety and put pressure on an applicant to see how the person responds.

Strike Work stoppage in which union members refuse to work in order to put pressure on an employer.

Structured interview Interview that uses a set standardized questions asked of all job applicants.

Substance abuse The use of illicit substances or the misuse of controlled substances, alcohol, or other drugs.

Suggestion system A formal method of obtaining employee input and upward communication.

SWOT analysis examines the *strengths* and *weaknesses* of the organizations internally and the *opportunities* and *threats* externally.

Task A distinct, identifiable work activity composed of motions.

Task identity The extent to which the job includes a “whole” identifiable unit of work that is carried out from start to finish and that results in a visible outcome.

Task significance The amount of impact the job has on other people.

Tax equalization plan Compensation plan used to protect expatriates from negative tax consequences.

Third-country national An employee who is a citizen of one country, working in a second country, and employed by an organization headquartered in a third country.

Total Quality Management (TQM) A comprehensive management process focusing on the continuous improvement of organizational activities to enhance the quality of the goods and services supplied.

Training A process whereby people acquire capabilities to aid in the achievement of organizational goals.

Transition stay bonus Extra payment for those employees whose jobs are being eliminated, thereby motivating them to remain with the organization for a period of time.

Turnover Process in which employees leave the organization and have to be replaced.

Uncertainty avoidance Dimension of culture that refers to the preference of people in a country for structured rather than unstructured situations.

Undue hardship Condition created when making a reasonable accommodation for individuals with disabilities that imposes significant difficulty or expense on an employer.

Union A formal association of workers that promotes the interests of its members through collective action.

Union authorization card Card signed by an employee to designate a union as his or her collective bargaining agent.

Union security provisions Contract provisions to aid the union in obtaining and retaining members.

Union shop A firm that requires that an employee join a union, usually 30 to 60 days after being hired.

Union steward An employee of a firm or organization who is elected to serve as the first-line representative of unionized workers.

Unit labor cost The total labor cost per unit of output, which is the average cost of workers divided by their average levels of output.

Utility analysis Analysis in which economic or other statistical models are built to identify the costs and benefits associated with specific HR activities.

Utilization analysis An analysis that identifies the number of protected-class members employed and the types of jobs they hold in an organization.

Utilization review An audit and review of the services and costs billed by health-care providers.

Validity The extent to which a test actually measures what it says it measures.

Validity generalization The extension of the validity of a test to different groups, similar jobs, or other organizations.

Variable pay Compensation linked directly to performance accomplishments; compensation linked to individual, team, and/or organization performance.

Vestibule training A type of training which occurs in special facilities that replicate the equipment and work demands of jobs.

Vesting The right of employees to receive benefits from their pension plans.

Wage and salary administration Activities involved in the development, implementation, and maintenance of a base pay system.

Wages Payments directly calculated on the amount of time worked.

Well-pay Extra pay for not taking sick leave.

Wellness programs Programs designed to maintain or improve employee health before problems arise.

Whistle-blowers Individuals who report real or perceived wrongs committed by their employers.

Work analysis Studying the workflow, activities, context, and output of a job.

Work sample tests Tests that require an applicant to perform a simulated job task.

Workers' compensation Benefits provided to persons injured on the job.

Wrongful discharge Occurs when an employer terminates an individual's employment for reasons that are illegal or improper.

Yield ratio A comparison of the number of applicants at one stage of the recruiting process to the number at the next stage.