Subject Index

Accorpability defined, 216 in employee selection methods, 216–217 Accountability, pay structure determined by, 435 Achievement, 208 Achievement, 208 Active planning, 396 ACT rest, 217 Administrative exemption, 439 Adverse impact, 81–83, 84 Affining roup, 398 Affirmative action planns Affining roup, 398 Affirmative action planns Affining roup, 398 Affirmative action plans Age Discrimination in Employment Act of 1907 (ADEA), 91–92 Agency shop, 502 Agency shop,	Absolute measures, 295	At-risk pay, 456	Biological approach to work	interest-based negotiation,
defined, 216 methods, 216-217 methods, 2		* *		
in employee selection methods, 216–217 Accountability, pay structure determined by, 435 Achievement, 208 Achievement, 208 Achievement, 208 Achievement, 208 Achievement, 208 Action planning, 396 ACT test, 21/7 Administrative exemption, 439 Adverse impact, 81–83, 84 Affining roup, 398 Affirmative action plans Affirmative	* ,		9	
Accountability, pay structure determined by, 435 Achievement, 208 Achievement, 208 Action planning, 396 ACT test, 217 Administrative exemption, 439 Adverse impact, 81–83, 84 Agministrative exemption, 439 Agency theory, 91–92 Agency t		~	*	* * *
determined by, 435 Action planning, 396 Adverse impact, 81–83, 84 Affirmative action plans defined, 387 restrictions on, 99–100 today, 100 Age Discrimination in Employment Act of 1967 (ADEA), 91–92 Agency shop, 502 Agency shop, 502 Agency shop, 502 Agency shop, 502 affined, 537 competitive strategy, 552 defined, 537 competitive strategy, 552 defined, 537 competitive strategy, 552 in foreign countries, 551 for Free Agency, 558 defined, 537 competitive strategy, 552 defined, 537 competitive strategy, 552 defined, 537 competitive strategy, 552 in foreign countries, 551 for Free Agency, 548 for Drayal Soldiers, 542–545 growth strategy, 551 growth strategy, 552 defined, 537 rational strategic approach to, 552 shortzontal, 537–538 Alternate-forms method, 210 Americans with Disabilities Act (ADA), 9–94 compliance to, 94 individuals protected by, post-port on the planning and development, and, 541 reation and, 541 retention and, 541 career, 380 approach to, 552 in foreign countries, 551 for Free Agency, 548–556 future of, 553–556 global expansion arrategy, 551 growth strategy, 550 variations of, 551–552 borizontal, 537–538 Alternate-forms method, 210 Americans with Disabilities Act (ADA), 9–94 compliance to, 94 individuals protected by, post-port on the planning and development, and, 541 retention and, 540 approach to, 552 also Agency and and evelopment and, 541 career, 380 approaches to, 546–547 compensation packages divised with, 434, 438, 541 compensation packages divised with 434, 434, 438, 541 compensation packages d	methods, 216–217	defined, 332	Boycotts, 516	Commissions, 474–475
Action planning, 396 Autonomy Action planning, 396 ACT test, 217 Administrative exemption, 439 Adverse impact, 81–83, 84 Administrative exemption, 439 Affirmative action plans defined, 99 restrictions on, 99–100 today, 100 Age Discrimination in Employment Act of Employment Act of Employment Act of Employment Act of Bargaining topics, 513–514 Bargain Laborer IR strategy compensation level linked with, 433, 434, 438, 547 Career development. See also Employment Act of Empl	Accountability, pay structure	in job seeking, formation	"Bread-and-butter" issues, 507	Commitment strategy, 52-53, 54
Action planning, 396 Act Test, 272 Administrative exemption, 439 Adverse impact, 81-83, 84 Affinity group, 398 Age Discrimination in Bargaining unit, 511 Barg	determined by, 435		Broadbanding, 436	Committed Expert HR strategy
ACT text, 217 defined, 132 defined, 132 mits reached pendence linked with, 125–126 mits growth (asign, Affirmative action plans defined, 98 restrictions on, 99–100 today, 100 Bargaining unit, 511 Bargain Laborers, 502 with, 333, 434, 438, 514 compensation level linked with, 484 sligamen, 582–564 for Committed Experts, 502 defined, 50 growth strategy, 552 defined, 557 growth strategy, 551 growth strategy, 551 growth strategy, 551 growth strategy, 551 organizational effectiveness and, 554–557 turnaround strategy, 550 variations of, 535–538 turnaround strategy, 550 variations of the complex of the complex or certain and, 541 variations and, 541 variations and 540–541 variations and			*	*
Administrative exemption, 439 Adverse imparts, B1-83, 84 Affiling group, 398 Affiling action plans defined, 98 restrictions on, 99-100 today, 100 Age Discrimination in Employment Act of 1967 (ADEA), 91-92 Agency shop, 502 Agency shop, 502 Agency shop, 502 Agency shop, 502 Agency stategic approach to, 552 in foreign conturies, 551 for Free Agents, 548-550 future of, 559-3566 global expansion strategy, 551 growth strategy, 551-552 by ariations strategic exports and, 547 restriction and, 547 Agency shop, 502 Agency		•		
Adverse impact, 81–83, 84 Affinity group, 9398 Affirmative action plans defined, 98 restrictions on, 99–100 Age Discrimination in Employment Act of 1967 (ADEA), 91–92 Agency shop, 502 Agency, 424–425 Algament, 532–564 Affor Bargain Laborers, 540–542 for Committed Experts, 545–5547 competitive strategy, 552 defined, 576 competitive strategy, 552 defined, 576 compositive strategy, 552 defined, 576 global expansion strategy, 551 global expansion strategy, 551 growth strategy, 551 growth strategy, 551–552 horizontal, 337–538 Tational strategic approach to, 5, 53–556 variations of to, 53 and, 534–537 rational strategic approach to, 5, 59 variations of, 501–552 vertical, 537–538 Alternate-forms method, 210 Americans with Disabilities Act (ADA), 92–94 rompliance to, 94 individuals protected by, 99–9-9 protection offered from, 99–94 Application forms, 227–228 Arbitration, 221 Assessment center, 226 Assessment center, 226 Assessment center, 226 Barding approach, 171 Central tendency error, 905 coval against or town of the service of the programs, 438–465 multisource assessment, 883–386 multisource assessment, 883–385 for employee development, and, 541 compensation package, 452–491 and, 541 compensation and federation and, 541 compensation and, 541 compensation and, 541 compensation and between the service and, 541 compensation and, 540 compliance (a, 50 compliance (a, 50 compliance (b, 60 compliance (b, 60) compliance (c, 60) comp				
Affiling group, 398	*	*	*	
Affirmative action plans defined, 98 restrictions on, 99-100 today, 100 Bargaining topics, 513-514 Bar	*		Business-level strategy, 47	
defined, 98 restrictions on, 99-100 today, 100 Banding approach, 235 today, 100 Bargaining topics, 513-514 Bargaining topics, 513-514 Bargaining topics, 513-514 burnout, 396 challenges in, 395-400 defined, 376 with, 433, 434, 435, 541 compensation packages linked with, 433, 434, 435, 541 compensation spackages linked with, 434, 435, 541 compensation spackages linked with, 434, 434, 436, 434, 436, 436, 436, 436			Cafeteria benefits, 471–472	
restrictions on, 99-100 today, 100 Age Discrimination in Employment Act of the Employment Age Discrimination in Employment Age Discrimination in Employment Age Discrimination in Employment Act of the Employment Age Discrimination in Employment Age September 1967 (ADEA), 91-92 Agency shop, 502 Compensation packages Illiadore HR strategy of Committed Experts, 545-547 Compensition packages Illiadore HR strategy of Committed Experts, 545-547 Competitive strategy, 552 defined, 60 Habor relations/unions and, 497, 993, 906, 542 performance management adio, 541 Career ladder, 380 Terretuiting and development and, 541 Career path, 381 Career, 380-382 Gareer path, 381 Career, 389-382 For Loyal Soldiers, 542-545 organizational effectiveness and, 534-537 rational strategic approach to, 552 In small busineses, 552-553 surmaround strategic, 550 variations of, 551-552 protection offered from, 93-94 Application forms, 227-228 Arbitration, 591 Application forms, 227-228 Arbitration, 591 Assessment center, 226 Assessment career assessment, 383-386 of multisource assessment, 383-386 for employee development, surgering to the first, 471 Agency development, 515-54 compensation packages and, 541 Career assessment, 383-386 for Employment development altaborer HR strategy international assignments, managing, 398-400 defined, 376 defined, 376 defined, 376 defined, 376 defined, 380 Terretuiting and selection and, 541 Career ladder, 380 Career ladder, 380 Career path, 381 Career path, 3		,		
Age Discrimination in Employment Act of Bargain gunit, 511 Employment Act of Bargain Laborer HR strategy compensation level linked with, 433, 434, 438, 541 Agency shop, 502 Agency theory, 424-425 Alignment, 532-564 Compensation packages linked with, 484 for Bargain Laborers, 540-542 for Committed Experts, 540-547 competitive strategy, 552 defined, 537 competitive strategy, 552 defined, 537 competitive strategy, 552 in foreign countries, 551 retention and, 541 retention and, 546 retention and, 546-547 compensation and, 546-546 Career path, 381 Career path, 381 Career, 380-382 defined, 380 career, 380 career, 380-382 defined, 380 career, 380-382 defined, 380 career, 380-382 defined, 380 career, 380-382 defined, 380 career, 380 career, 380-382 defined, 380 career,		Banding approach, 235		
Employment Act of 1916 (ADEA), 91–92 compensation level linked with, 433, 434, 438, 541 compensation packages linked with, 433, 434, 438, 541 compensation packages linked with, 484 defined, 60 linked with, 484 defined, 60 new employee orientation, 395–396 process, 392–393 compensation levels work and nomowrk life and, 541 compensation levels work and nomowrk life and, 541 compensation levels procedures in and, 541 compensation levels procedures in and, 541 compensation and selection and, 541 c	today, 100	Bargaining topics, 513-514	Employee development	recruiting and selection
1967 (ADEA), 91–92 compensation level linked with, 434, 434, 438, 541 diverse workforce, 397–398 547 work design and, 545–546 compensation packages linked with, 484 defined, 537 defined, 60 labor relations/unions and, 497, 499, 506, 542 performance management defined, 537 evolutionary strategic approach to, 552 in foreign countries, 551 for Free Agents, 548–556 global expansion strategy, 551 growth strategy, 551 growth strategy, 551 organizational effectiveness and, 541-545 sorganizational effectiveness and, 544-557 sorganizational effectiveness and, 545–547 419 work design and, 540 new employee orientation, as 395–396 compensation on eve mployee orientation, as 395–396 compensation on eve mployee orientation, as 395–396 compensation, and, 541 retention and, 541 training and development and, 541 training and development and, 541 work design and, 545–546 compensation on every laborate and, 541 work design and, 540 -546 compensation on every laborate and, 541 work design and, 540-546 compensation on every laborate phase, 392–393 career ladder, 380 career ladder,	Age Discrimination in	Bargaining unit, 511	burnout, 396	and, 546
Agency theory, 424–425 Alignment, 532–564 Agency theory, 424–425 Alignment, 532–564 for Bargain Laborers, 540–542 for Committed Experts, 4bor relations/unions and, 545–546 competitive strategy, 552 defined, 537 evolutionary strategic approach to, 552 in foreign countries, 551 for Free Agents, 548–550 future of, 553–556 global expansion strategy, 551 growth strategy, 551–52 phorizontal, 337–538 for Loyal Soldiers, 542–545 organizational effectiveness and, 534–537 rational strategic approach to, 552 in small businesses, 552–553 turnaround strategy, 550 absolutionary strategic approach to, 552 in small businesses, 552–553 turnaround strategy, 550 defined, 597 rational strategic approach to, 559 in small businesses, 552–553 turnaround strategy, 550 defined, 510 defined, 60 and, 541 recruiting and selection and, 541 retention and, 542 retentidate, 380 Carser path, 881 Carser shaves training method, 382–353 assumanound strategy, 552 defined, 380 roll rete	- ·	0,		
Agency theory, 424–425 Alignment, 532–564 Alignment, 532–565 Alignment, 532–565 Alignment, 532–564 Alignment, 66 Agr, 497, 499, 506, 542 Agree, 392–395 Alignment, 532–564 Alignment, 66 Agree, 392–396 Alignment, 532–564 Alignment, 646, 465 Alignment, 646,		*		
Alignment, 532–564 for Committed Experts, for Committed Experts, blabor relations/unions and, 545–547 competitive strategy, 552 defined, 50 new employee orientation, 50 communal stage, 7 competitive strategy, 552 defined, 537 evolutionary strategic approach to, 552 in foreign countries, 551 retention and, 541 career, 380–382 defined, 380 physical development, 551–552 blase pay, 459 assessments (ADA), 92–94 compliance to, 94 point and and career passesments (Sa38–385 for career passesments) and selection of the size o				
for Bargain Laborers, 540–542 defined, 60 for Committed Experts,			~	ě.
for Committed Experts, 545-547 497, 499, 506, 542 performance management and, 541 and, 541 creation and, 541 training and selection and, 541 training and development and, 541 separate and, 541 training and development and, 541 training method, 240 for Loss study as training method, 240 for L	9		9 9	
545–547 497, 499, 506, 542 process, 392–393 Comparable worth, 95 competitive strategy, 552 performance management and, 541 and, 541 recruiting and selection and, 541 career, 380 career ladder, 380 career	0			
competitive strategy, 552 defined, 537 and, 541 balancing, 397 compensation. See Employee complements and, 541 career path, 881 See also Benefit plans aligning with strategy, 456-461 training and development and, 541 training and development and, 542-545 (Canin form, 542-546 training method, 240 training and 46				
evolutionary strategic evolutionary strategic approach to, 552 in foreign countries, 551 retention and, 541 career path, \$81 career, \$890-382 aligning with strategy, \$456-451 career path, \$80 per defined, \$80 protean is traditional, \$41 training and development in surface protection of the strategy in			*	
approach to, 552 540-541 Career path, 381 Career, 380-382 aligning with strategy, 456-461 at-risk compensation and, 541 protean vs. traditional, 381-382 defined, 380 at-risk compensation and, 541 protean vs. traditional, 381-382 aligning with strategy, 456-461 at-risk compensation and, 541 protean vs. traditional, 381-382 aligning with strategy, 456-461 at-risk compensation and, 541 protean vs. traditional, 381-382 at-risk compensation and, 541 at-risk compensation and, 541 at-risk compensation and, 541-57 and, 549 asse pay, 459 asse way, 459 asse pay, 459 asse pay and, common for contract, 358 atch approach to, 552 and, 534-537 at 949 and 549 certification, 383 certification, 383 committed Expert HR trategy approach to, 552 and 560 compensation and, 541 protection of the protection of the protection of the protection of the protection of fered from, 93-94 protection of fered from, 93-94 protection of fered from, 93-94 Application forms, 227-228 protection of fered from, 93-94 Application forms, 227-228 protection of fered from, 93-94 Assessments and the protection of the	1 0,			
in foreign countries, 551 for Free Agents, 548–550 future of, 553–556 global expansion strategy, 551 growth strategy, 551–552 horizontal, 537–538 for Loyal Soldiers, 542–545 organizational effectiveness and, 541 to, 552 in small businesses, 552–553 turnaround strategy, 550 variations of, 551–552 Americans with Disabilities Act (ADA), 92–94 compliance to, 94 individuals protected by, 92–93 protection offered from, 93–94 Application, 521 Assessments and, 538–385 for Loyal Soldiers, 542–545 organizational effectiveness and, 540 base pay, 459 Base wage, 473 Causal analysis, 346 Central tendency error, 305 Colain of success, 11–12 Chain of success, 11–12 Compensation elements and, typical, 484 defined, 454 enterprise incentive management (EIM) individuals protected by, 12–1477 Cognitive ability testing, 217–220 Collective bargaining, 513–520 Inked with, 484 effined, 454 enterprise incentive management (EIM) individuals protected by, 12–1477 Cognitive ability testing, 217–220 Collective bargaining, 513–520 Inked with, 484 effined, 380 atria kirategy linked with, 484 common elements of, 458–461 compensation to office thements and, typical, 484 effined, 456 Coaching, 389 Cooking, 389 Cooking, 389 Cooking, 389 Cooking, 389 Cooking	evolutionary strategic	recruiting and selection and,	Career ladder, 380	Compensation packages, 452–491.
for Free Agents, 548–550 future of, 553–566 global expansion strategy, 551 global expansion strategy, 551 growth strategy, 551 growth strategy, 551–552 horizontal, 537–538 horizontal affectiveness and, 544–537 rational strategic approach to, 552 in small businesses, 552–553 turnaround strategy, 550 variations of, 551–552 vertical, 537–538 Alternate-forms method, 210 Americans with Disabilities Act (ADA), 92–94 compliance to, 94 individuals protected by, 92–93 protection offered from, 93–94 Application forms, 227–228 Arbitration, 521 Assessment center, 226 Assessment center, 226 Buse pay, 459 Base wage, 473 Base wage, 473 Causal analysis, 346 Central tendency error, 305 Chain of success, 11–12 Change management competencies, 23–24 defined, 454 defined, 380 dase pay and, common approachers of the commissions, 474–475 Committed Expert HR strategy inpute of the commission, 485 Certification, 383 competencies, 23–24 Chain of success, 11–12 Change management competencies, 23–24 Chain of success, 11–12 Child labor, 441–442 Coilid labor, 441–442 Cookaling, 389 Gognitive ability testing, 217–220 Inked with, 484 defined, 454 defined	approach to, 552	540-541	Career path, 381	See also Benefit plans
future of, 553–556 global expansion strategy, 551 growth strategy, 551–552 horizontal, 537–538 for Loyal Soldiers, 542–545 organizational effectiveness and, 541 horizontal, 537–538 for Loyal Soldiers, 542–545 organizational effectiveness and, 534–537 rational strategic approach to, 552 in small businesses, 552–553 turnaround strategy, 550 vertical, 537–538 Alternate-forms method, 210 Americans with Disabilities Act (ADA), 92–94 compliance to, 94 individuals protected by, 92–93 protection offered from, 93–94 Application forms, 227–228 Arbitration, 521 Arbitration, 521 Assessments future of, 553–556 global expansion strategy, 551 work design and, 540 work design and, 540 Case study as training method, 352–353 Causal analysis, 346 base pay, 459 bacquariation deferition of centralized procedures in Centralized proced	~			0 0 0,
global expansion strategy, 551 growth strategy, 551–552 growth strategy, 550–553 growth strategy, 550–552 growth strategy, 551–552 growth strategy, 551–552 growth strategy, 550–552 growth strategy		-	· · · · · · · · · · · · · · · · · · ·	
growth strategy, 551–552 Base pay, 459 352–353 linked with, 484 brizontal, 537–538 Base wage, 473 Causal analysis, 346 base pay and, common for Loyal Soldiers, 542–545 Batch approach, 171 Centralized procedures in approaches to, 461–462 organizational effectiveness and, 534–537 419 172–173 Committed Expert HR rational strategic approach Behavioral contract, 358 Central tendency error, 305 strategy linked with, 484 to, 552 Behavioral interview, 232 Certification, 383 common elements of, 458–461 in small businesses, 552–553 Benefit plans, 463–472. See Denderical, 537–538 discretionary benefits, variations of, 551–552 packages competencies, 23–24 defined, 454 enterprise incentive with Disabilities Act (ADA), 92–94 471–472 Child labor, 441–442 management (EIM) Americans with Disabilities Act (ADA), 92–94 471–472 Child labor, 441–442 management (EIM) individuals protected by, 92–93 healthcare plans, 466–468 legally required benefits, 92–93 protection offered from, 93–94 pay without work, 470 paperoaches to, 518 bright action forms, 227–228 pay without work, 470 approaches to, 518 bright action forms, 227–228 Arbitration, 521 retirement savings, 468–470 social security, 464 ssessments supplemental insurance, 468 supplemental insurance, 468 multisource assessment, 383–385 multisource assessments, Biographical data in employee distributive issues, 518 linked with, 484 organizational incentives in, 456 multisource assessments, Biographical data in employee				
horizontal, 537–538 for Loyal Soldiers, 542–545 for Employee development, 383–385 for Loyal Soldiers, 542–545 for employee development, 383–385 for Loyal Soldiers, 542–545 for employee development, 383–385 for Loyal Soldiers, 542–545 Bake happroach, 171 Centralized procedures in approaches to, 461–462 centralized procedures in approaches to, 461–462 commissions, 474–475 Committed Expert HR strategy inked with, 484 complainted spert HR central tendency error, 305 central ten		© .	, 0	
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$				
organizational effectiveness and, 534–537 419 172–173 Commissions, 474–475 Committed Expert HR rational strategic approach to, 552 Behavioral interview, 232 Echrification, 383 Common elements of, 458–461 in small businesses, 552–553 turnaround strategy, 550 variations of, 551–552 vertical, 537–538 Alternate-forms method, 210 Americans with Disabilities Act (ADA), 92–94 Compliance to, 94 individuals protected by, 92–93 protection offered from, 93–94 Application forms, 227–228 Application forms, 227–228 Application forms, 227–228 Assessment center, 226 Assessments Companization, 348 Assessments At 19 172–173 Commitsed Expert HR Central tendency error, 305 Strategy linked with, 484 Central tendency error, 305 Strategy linked with, 484 Compliance store, 458–461 Complements and, typical, 484 defined, 454 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Chain of success, 11–12 compensation elements and, typical, 484 defined, 454 Child labor, 441–442 management (EIM) ma			,	* *
$\begin{array}{c ccccccccccccccccccccccccccccccccccc$	•		•	
rational strategic approach to, 552 Behavioral contract, 358 Central tendency error, 305 common elements of, 458–461 common elements of, 458–461 in small businesses, 552–553 Benefit plans, 463–472. See Chain of success, 11–12 compensation elements and, typical, 484 variations of, 551–552 packages competencies, 23–24 defined, 454 vertical, 537–538 discretionary benefits, Changes over time, 307–309 enterprise incentive management (EIM) affordable benefit programs, (ADA), 92–94 defined, 92–94 defined, 92–94 defined, 93–94 healthcare plans, 466–468 individuals protected by, 92–93 defined, 93–94 lifestyle benefits, 471 Collective bargaining, 513–520 individual incentives in, protection offered from, 93–94 pay without work, 470 pay without work, 470 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 social security, 464 ssessments cancer assessment, 383–385 are remployee development, 464–465 unemployee development, 383–386 workers' compensation, 465 distributive issues, 518 organizational incentives in, organizational incentives in, organizational incentives in, and the defined process of the surface of the				
$\begin{array}{cccccccccccccccccccccccccccccccccccc$	rational strategic approach	Behavioral contract, 358	Central tendency error, 305	*
turnaround strategy, 550 variations of, 551–552 packages competencies, 23–24 vertical, 537–538 discretionary benefits, Alternate-forms method, 210 Americans with Disabilities Act (ADA), 92–94 compliance to, 94 individuals protected by, p2–93 protection offered from, 93–94 Application, 521 Application, 521 Arbitration, 521 Assessment center, 226 Assessment seasessment, 383–385 multisource assessments, addiscretionary benefits, discretionary benefits, discretionary benefits, Changes over time, 307–309 enterprise incentive management (EIM) child labor, 441–442 management (EIM) ma	to, 552	Behavioral interview, 232	Certification, 383	common elements of, 458-461
variations of, 551–552 packages competencies, 23–24 defined, 454 vertical, 537–538 discretionary benefits, Changes over time, 307–309 enterprise incentive Alternate-forms method, 210 465–471 Child labor, 441–442 management (EIM) Americans with Disabilities Act flexible benefit programs, Citizenship performance, 298–299 in, 475 (ADA), 92–94 471–472 Civil Rights Act of 1991, 86, 88 Free Agent HR strategy compliance to, 94 healthcare plans, 466–468 closed shop, 502 linked with, 484 individuals protected by, 92–93 463–465 Cognitive ability testing, 217–220 individual incentives in, protection offered from, 93–94 lifestyle benefits, 471 Collective bargaining, 513–520 472–477 Application forms, 227–228 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Loyal Soldier HR strategy Assessment center, 226 social security, 464 516–518 linked with, 484 Assessments supplemental insurance, 468 bargaining topics, 513–514 merit bonuses, 476–477 cooperation in, conditions influencing, 517 organizational effectiveness and, 454–456 multisource assessments, Biographical data in employee development, 383–386 workers' compensation, 465 defined, 513 and, 454–456 organizational incentives in,		*	Chain of success, 11–12	compensation elements and,
vertical, 537–538 discretionary benefits, Alternate-forms method, 210 Americans with Disabilities Act (ADA), 92–94 (ATA) (ADA), 92–94 (ADA), 92–94 (ATA) (ADA), 92–	· ·	•		
Alternate-forms method, 210 Americans with Disabilities Act (ADA), 92–94 (ATD-472 (ADA), 92–94 (ADA), 92–94 (ATD-475 (ADA), 92–94 (ADA), 92–94 (ATD-475 (ADA), 92–94 (ATD-476 (ADA), 92–94 (ATD-477 (ADA), 92–93 (ATD-477 (ADA), 92–94 (ATD-476 (ATD-476 (ATD-476 (ATD-477 (ADA), 92–94 (ATD-476 (ATD-476 (ATD-476 (ATD-476 (ATD-4			*	
Americans with Disabilities Act (ADA), 92–94 471–472 Civil Rights Act of 1991, 86, 88 Free Agent HR strategy compliance to, 94 healthcare plans, 466–468 individuals protected by, 92–93 463–465 Cognitive ability testing, 217–220 individual incentives in, protection offered from, 93–94 lifestyle benefits, 471 Collective bargaining, 513–520 472–477 Application forms, 227–228 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Assessment center, 226 social security, 464 516–518 linked with, 484 sessesments supplemental insurance, 468 career assessment, 383–385 unemployment insurance, 468 for employee development, 383–386 workers' compensation, 465 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in, 475 Citizenship performance, 298–299 in, 475 Free Agent HR strategy linked with, 484 gainsharing, 478–480 individual incentives in, 247–477 Collective bargaining, 513–520 472–477 approaches to, 518 line of sight, 457–458 Loyal Soldier HR strategy bargaining topics, 513–514 merit bonuses, 476–477 merit pay increases, 475–476 organizational effectiveness influencing, 517 organizational effectiveness defined, 513 and, 454–456 organizational incentives in,		,	0	
(ADA), 92–94 471–472 Civil Rights Act of 1991, 86, 88 Free Agent HR strategy compliance to, 94 healthcare plans, 466–468 Closed shop, 502 linked with, 484 individuals protected by, 92–93 d63–465 Cognitive ability testing, 217–220 individual incentives in, protection offered from, 93–94 lifestyle benefits, 471 Collective bargaining, 513–520 472–477 Application forms, 227–228 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Loyal Soldier HR strategy Assessment center, 226 social security, 464 516–518 linked with, 484 sessements supplemental insurance, 468 bargaining topics, 513–514 merit bonuses, 476–477 cooperation in, conditions for employee development, 464–465 influencing, 517 organizational effectiveness workers' compensation, 465 defined, 513 and, 454–456 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,				9
compliance to, 94 healthcare plans, 466–468 individuals protected by, 92–93 default penditis, Protection offered from, 93–94 lifestyle benefits, 471 Collective bargaining, 513–520 individual incentives in, protection offered from, 92–93 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Assessment center, 226 social security, 464 social security, 464 sasessments assessment, 383–385 unemployment insurance, 468 for employee development, 383–386 workers' compensation, 465 multisource assessments, Biographical data in employee distributive issues, 518 linked with, 484 gainsharing, 478–480 individual incentives in, Collective bargaining, 513–520 defined, 518 linked with, 484 merit bonuses, 476–477 cooperation in, conditions influencing, 517 organizational effectiveness defined, 513 and, 454–456 organizational incentives in,			* *	
individuals protected by, 92–93 463–465 Cognitive ability testing, 217–220 individual incentives in, protection offered from, 93–94 lifestyle benefits, 471 Collective bargaining, 513–520 472–477 Application forms, 227–228 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Loyal Soldier HR strategy Assessment center, 226 social security, 464 516–518 linked with, 484 Assessments career assessment, 383–385 unemployment insurance, 468 tor employee development, 383–386 workers' compensation, 465 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,			0	
92–93 463–465 Cognitive ability testing, 217–220 individual incentives in, protection offered from, 93–94 lifestyle benefits, 471 Collective bargaining, 513–520 472–477 Application forms, 227–228 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Loyal Soldier HR strategy Assessment center, 226 social security, 464 516–518 linked with, 484 Assessments supplemental insurance, 468 bargaining topics, 513–514 merit bonuses, 476–477 career assessment, 383–385 unemployment insurance, 600 for employee development, 464–465 influencing, 517 organizational effectiveness 475–476 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,				
Application forms, 227–228 pay without work, 470 approaches to, 518 line of sight, 457–458 Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Assessment center, 226 social security, 464 516–518 linked with, 484 Assessments aupplemental insurance, 468 bargaining topics, 513–514 merit bonuses, 476–477 career assessment, 383–385 unemployment insurance, for employee development, 464–465 influencing, 517 organizational effectiveness workers' compensation, 465 defined, 513 and, 454–456 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,				
Arbitration, 521 retirement savings, 468–470 bargaining atmosphere, Assessment center, 226 social security, 464 516–518 linked with, 484 Assessments supplemental insurance, 468 bargaining topics, 513–514 merit bonuses, 476–477 career assessment, 383–385 unemployment insurance, for employee development, 383–386 workers' compensation, 465 defined, 513 and, 454–456 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,	protection offered from, 93-94	lifestyle benefits, 471	Collective bargaining, 513–520	472–477
Assessment center, 226 social security, 464 516–518 linked with, 484 Assessments supplemental insurance, 468 bargaining topics, 513–514 merit bonuses, 476–477 career assessment, 383–385 unemployment insurance, cooperation in, conditions merit pay increases, 475–476 for employee development, 464–465 influencing, 517 organizational effectiveness 383–386 workers' compensation, 465 defined, 513 and, 454–456 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,	Application forms, 227–228	pay without work, 470	approaches to, 518	line of sight, 457-458
Assessments supplemental insurance, 468 bargaining topics, 513–514 merit bonuses, 476–477 career assessment, 383–385 unemployment insurance, cooperation in, conditions merit pay increases, 475–476 for employee development, 464–465 influencing, 517 organizational effectiveness 383–386 workers' compensation, 465 defined, 513 and, 454–456 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,	Arbitration, 521	0 -	bargaining atmosphere,	,
career assessment, 383–385 unemployment insurance, cooperation in, conditions for employee development, 383–386 workers' compensation, 465 defined, 513 and, 454–456 multisource assessments, Biographical data in employee distributive issues, 518 merit pay increases, 475–476 organizational effectiveness defined, 513 and, 454–456 organizational incentives in,		7.		
for employee development, 383–386 workers' compensation, 465 defined, 513 organizational effectiveness defined, 513 and, 454–456 organizational incentives in,		* *		
383–386 workers' compensation, 465 defined, 513 and, 454–456 multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,	,	1 ,		* /
multisource assessments, Biographical data in employee distributive issues, 518 organizational incentives in,	* /		ĕ	0
		*		
		0 1 ,		

piece-rate incentives, 473-474 profit sharing, 481 stock plans, 481-482 strategic compensation process and, 483-484 team bonuses and incentives. 477-478 Competency, 22, 136. See also Human resource competencies Competency modeling defined, 136-137 in employee development, 391-392 Competitive business strategies, 40, 46-51 aligning with human resource strategies, 62-65 business-level strategy, 47 combination strategy, 50 corporate-level strategy, 47 cost leadership strategy, 47-48 defined, 40 differentiation strategy, 47, 48 - 50Competitive business strategy, 40 Compressed workweek, 145-146 Computer-based orientation and training, 263 Computer usage, monitoring, Concurrent validation strategy, 212 Conditional Reasoning Tests, 222 Contamination, 302 Content validation strategy, 211 Contingency, 420 Contingency approach to HR strategies cost leadership vs. differentiation, 55 defined, 51, 55 internal vs. external orientation, 56, 57-58 research supporting, 52, 62-65 Contingent workers, 166 Contrast error, 305 Control strategy, 52 Corporate-level strategy, 47 Correlation coefficient, 210 Cost leadership strategy, 47-48, 55 Cost measures, 188 Cost per applicant, 188 Cost per hire, 188 Counterproductive performance, 298, 299-300 Criterion-related validation strategy, 212 Critical-incidents technique, 132-133 Cultural exclusives, 398 Cultural imperatives, 398 Culture shock, 399

Decertification election, 512 Decision making, effective, 45-46 Declarative knowledge, 298 Defamation of character, 229 Deficiency, 302 Defined benefit plan, 469

Defined contribution plan, 469 Demotion, 388 Developmental relationships, 388-391 coaching, 389 mentoring, 390 types of, listed, 389 Differentiation, 120 Differentiation strategy, 47, 48-50, 55 external/differentiation (See Free Agent HR strategy) internal/differentiation (See Committed Expert HR strategy) in merit-based systems, 296 vs. cost leadership strategy, 335-336 vs. cost strategy in compensation, 415-416 in employee development, 379-380 in work design, 120-122 Disability insurance, 468

Discipline, 272-275 defined, 272 due process and, 273 progressive, process of, 274-275

Discovery as training method, 353 Discretionary team bonus, 478 Discrimination, 80 Discrimination and employment

laws, 78-96. See also Title VII of the Civil Rights Act of 1964 Age Discrimination in Employment Act of 1967 (ADEA), 91-92 Americans with Disabilities

Act (ADA), 92-94 Equal Pay Act, 94-95 Family and Medical Leave Act (FMLA), 95-96 major U.S. employment laws, listed, 79

protected classes, 79 U.S. laws applied to international employers, 88-90

Discussions as training method, 352 Dismissal meeting, 276-277 Dismissals, 276-277

dismissal meeting and, 276-277 outplacement services and, 276

safety and security issues and, 277

severance compensation and, 277 Disparate treatment, 80-81

Distributive issues in collective bargaining, 518 Distributive justice, 423 Diversity. See Organizational

diversity Downsizing, 267-268 Downward move, 388 Drug testing, 225 Due process, 273 Dysfunctional turnover, 255

Education for employee development, 382-383. See also Training certifications and, 383 courses designed for, 382-383 licenses and, 383 trends in, 26 Elaboration stage, 9 E-learning, 355 Electronic advertising, 183 Email, legal issues with, 87 Embeddedness, 264 Emergency action plan standard, 102

Employee advocate role, 19 Employee and labor relations, 15-16 Employee benefits, 460

Employee compensation, 410-451. See also Motivation aligning compensation with HR strategy, 416-418

Bargain Laborer HR strategy and, linked with, 433, 434, 438

Committed Expert HR strategy and, linked with, 434, 438

defined, 412 differentiation vs. cost strategy and, 415-416 external vs. internal labor and, 415

Free Agent HR strategy and, linked with, 433, 438 government regulations on,

439-443 (See also Fair Labor Standards Act (FLSA))

levels of, determining, 428-434 (See also Pay levels; Pay surveys) Loyal Soldier HR strategy

and, linked with, 438 organizational effectiveness

and, 412-414 state and local regulations on, 442-443

strategic, 414-418 stress resulting from a

reduction in, 441 structure of, determining,

434-438 (See also Pay structure)

uniform compensation, 427-428 uniform transactional

compensation, 417 variable compensation, 426-427

variable relational compensation, 418 variable transactional compensation, 417-418 Employee development, 376-400. See also Career development competency model used in, 391-392

differentiation vs. cost strategy, 379-380 integration methods used in, 391-395

defined, 376

programs for, 382-391 assessments and feedback, 383-386

developmental relationships, 388-391

formal education, 382–383 work experiences, 386-388 strategic, 377–380

differentiation vs. cost strategy, 379-380 external vs. internal labor

orientation, 378-379 model of, 391

organizational effectiveness of, 376-377 technology used in, 393-394

Employee recruiting, 158–199.

See also Employee selection; Job seekers common measures in, 188-189 defined, 160

effectiveness, determining, 187 - 189

human resource planning and, 168-173 job seekers and, 173-177

organizational attractiveness and, 177-181 compensation and similar

> job features, 178 familiarity and, 178 fit between people and organizations, 180 organizational traits, 179 recruiting activities,

179-180 problems in, 162 profitability in, 160 strategic, 162-168

broad vs. targeted skill scope, 163-164 framework for, 162 internal vs. external sourcing, 164-166

organizational effectiveness of, 160-162 realistic vs. idealistic

messaging, 166, 167-168

Employee recruiting sources, 181-187

campus recruiting, 186-187 differences among, 189 electronic communication, 185 employee referrals, 181-182 employment agencies, 184, 185-186

job postings, 181 print advertising, 183-184 Employee retention. See also Discipline; Turnover defined, 250 organizational effectiveness and, 250-252 strategic emphasis on, 252-253 Employee selection, 200-247 aligning talent and HR strategy in, 204-206 by banding approach, 235 defined, 202 final selection decisions in, 233-235 by minimum cutoffs approach, 234-235 by multiple hurdles approach, 235 by predictor weighing, 234 strategic framework for. 203-206 strategic selection decisions made in, 206-209 Employee selection methods commonly used, 217-233 information gathering, 227-230 interviewing, 230-233 list of, 221 testing, 217-227 good, determinants of, 209-233 acceptability, 216-217 legality and fairness, 215-216 reliability, 209-211 utility, 213-215 validity, 211-213 Employee separation. See also Layoffs; Turnover defined, 250 dismissals, 276-277 strategic emphasis on, 253-254 Employee stock ownership plan (ESOP), 482 Employee training. See Training Employee turnover, 10 Employment laws. See Discrimination and employment laws Employment opportunity trends, 26 Entrepreneurial stage, 7 Equal employment opportunity, 80 Equal employment opportunity and safety, 74-113 fairness and safety practices, compliance to, 106-108 of employee, 106 of leadership, 106-108 issues, 277 law relating to discrimination and employment, 78-90 legal and safety issues, understanding, 76-78 occupational safety laws, 101 - 105organizational diversity and, 97 - 100other important employment laws, 90-96

Equal Employment Opportunity Commission (EEOC), Equal pay, 442 Equal Pay Act, 94-95, 442 Equity theory, 422-423 Ergonomics, 142 Evolutionary strategic approach, 559 Executive exemption, 439 Executive Order 11246, 98-99 Exempt employees, 439-440 Exit interview, 261 Expatriates. See also International assignments, managing defined, 398 internal sourcing and, 165 spouse and families of, 399 Expectancy, 424 Expectancy theory, 423-424 Expert power, 556 External/cost strategy. See Bargain Laborer HR strategy External/differentiation. See Free Agent HR strategy External environment assessing, 41-42 defined, 41 External equity, 415 External labor orientation, 56 External sourcing, 165 Fair Labor Standards Act (FLSA), 439-442 child labor and, 441-442 common exemptions to, 440 defined, 439 equal pay and, 442 exempt and nonexempt employees and, 439-440 minimum wage and, 440 overtime and, 440-441 Fairness in employee selection methods, 215-216 Family and Medical Leave Act (FMLA), 95-96 Family-to-work conflict alternative work locations and, 146-147 defined 143 flexible scheduling and, 144-146 in individualistic societies, 143 problems presented by, 144 reasons for, 144 Featherbedding, 502 Federal Mediation and Conciliation Service (FMCS), 502 Feedback defined, 313-314 effective communication, 316-318 emotional response to, 318-319

for employee development,

383-387

multisource, 385-386 negative, 315-316 performance management and, 313-319 positive, 315-316 Pygmalion effect and, 319 specificity, 317 upward, 360 Feedback specificity, 317 First aid standard, 105 Flexible benefit programs, 471-472 Flexible work scheduling, 144-146 compressed workweek, 145-146 flextime, 144-145 Flextime, 144-145 Flow approach, 171 Forced distributions, 294. 310-311 Forced ratings, 310 Formalization stage, 9 Four-fifths rule, 82 Frame-of-reference training, 305 Free Agent HR strategy compensation level linked with, 433, 438, 549-550 compensation packages linked with, 484 defined, 61 labor relations/unions and, 497, 498, 499, 550 performance management and, 549 recruiting and selection and, 548-549 retention and, 549 training and development, 549 work design and, 548 Free distribution, 295 Functional expert role, 19 Future of HR management, 553-556 human resource professionals and, 555-556 importance of HR management and, 554 measuring value of HR management and, 553 strategic issues in HR management and, 554-555

Gainsharing, 478-480 General performance factor, 297 Global expansion strategy, 551 Globalization trends, 27 Global Professional in Human Resources (GPHR), 383 Goal-based team reward, 478 Goal setting, 393 Goal-setting theory, 421-422 Government regulations on compensation, 439-443 (See also Fair Labor Standards Act (FLSA)) of labor unions, 500-503 Graphic ratings, 309-310 Grievance, 520

Grievance process, 520–522
arbitration and, 521
grievance filing,
determinants of, 521
grievance mediation, 521–522
grievance procedures in,
520–521
union stewards and, 521
Group incentive, 460
Growth strategy, 551

Halo error, 305 Handshakes in interviews for employee selection, 231 Harassment, 84. See also Sexual harassment Hay System, 435-436 Hazard communication standard, 102, 103-104 Headhunters, 186 Healthcare plans, 466-468 Health maintenance organization (HMO), 467 Health savings account (HSA), 467 Holland typology, 383 Horizontal alignment, 537-538 Hostile environment, 85 Hourly workers, 439-440 Human capital developer role, 21 Human resource bundles, 52-53, 54 Human resource competencies, 22 - 24business knowledge competencies, 22 change management competencies, 23-24 practice competencies, 22, 23 Human resource development, 14 Human resource functions, core, 13-18

15–16
human resource
development, 14
risk management, 16
spreading knowledge about
HR practices, 16–17
strategic management, 14
total rewards, 14–15
workforce planning and
employment, 14
Human resource management.
See also Future of HR

employee and labor relations,

management defined, 4 functions of, 13–18 organizational effectiveness and, 4–5 organizational success and,

organizational success and 6–12 strategic links to, 27–29 trends affecting, 24–27 Human resource planning, 168–173

assessing current employment levels, 169

batch and flow approaches to, 171, 172
centralization of processes,
172–173 defined, 169
planning external hiring,
170–171
predicting employee movement, 170
predicting future needs,
169–170 process of, 169–171
Human resource practice
competencies, 22, 23
Human resource professionals challenges faced by, 555
expert power and, 556
future of, 555–556
positional power and, 555 Human resource roles, 18–22
employee advocate role, 19–20
functional expert role, 19
human capital developer role, 21–22
strategic partner role, 20
Human resource strategies,
38–65. <i>See also</i> Competitive business
strategies; Contingency
approach to HR
strategies; Strategy formulation
aligning with competitive
business strategies, 62–65
approaches to, basic
contingency approach, 51–52, 54–58
universalistic approach,
51, 52–54
commitment strategy, 52–53, 54
common, 58–62
Bargain Laborer HR
strategy, 60 Committed Expert HR
strategy, 60–61
Free Agent HR strategy, 61 Loyal Soldier HR
strategy, 59–60
control strategy, 52–53, 54
defined, 40 differences in, 55
labor orientations and,
differences in, 56 organizational effectiveness
and, 38–40
profitability and, 38-39
universalistic approach to, 51, 52–54
Idealistic messaging, 166

Illegal bargaining topics, 514 Immutable characteristics, 78 Independent contractors, 165 Individual incentive, 460 Informal learning methods, 333 Information, analyzing, 45-46 Information gathering, 41-45

application forms and résumés, 227-228 assessing external environment, 41-42 assessing internal capabilities, 42, 43-45 biographical data, 228–229 critical-incidents technique, 139-133 in employee selection, 227-230for job analysis, methods of collecting, 131-134 Position Analysis Questionnaire (PAQ), 133-134 reference checking, 229-230 task analysis inventory, 131-139 Information interviewing, 393 Instrumentality, 424 Intangible assets, 553 Integration used in work design, 120 - 122Integrative issues in collective bargaining, 518 Integrity testing, 224-225 Intelligence and success, 219 Intelligence tests, 217-220 Intensity in motivation, 419 Intentions in job seeking, 174 Interdependence autonomy linked with, 125-126 defined, 124 in strategic work design, 124-125 Interest-based negotiation, 518-520 communicate bargaining results, 520 negotiate using interestbased principles, 520 open negotiations, 519 prepare for negotiations, 519 Internal capabilities, assessing, 42, 43-45 Internal/cost strategy. See Loyal Soldier HR strategy Internal/differentiation. See Committed Expert HR strategy Internal equity, 415 Internal labor orientation, 56 Internal sourcing, 165 International assignments, managing, 398-400. See also Expatriates culture shock and, 399 employees from other countries who come to the U.S. and, 399-400 expatriates and, 398 onsite resources and, 399 pre-departure resources and, 398-399 repatriation and, 399 International employers, 88-90International organized labor,

506-508

affect on U.S., 508

differences among countries, 507-508 points of emphasis for, 508 union membership around the world, 507 Internet legal issues with, 87 pay survey information obtained from, 430 testing, 223 Interpersonal citizenship behavior, 299 Inter-rater method, 210 Interviewing in employee selection, 230-233 effectiveness of, assessing, 230, 231 handshakes and, 231 linking interviews to strategy, 232-233 questions asked during, types of 233 structured interviews, 231-232 Involuntary turnover, 255 Job, 126 Job analysis, 126-137 competency modeling in, 136-137 defined, 126 information, methods of collecting, 131-134 job description and, 134-135 legal issues in, 135-136 tasks associated with each job and, determining, 137-143 Job analysis interview, 129 Job analysis observation, 130 Job analysis process, 126–131 choosing jobs, 128-129 collecting job information, 129-130 creating job descriptions, 130 creating job specifications, 131 getting organized, 128 reviewing knowledge, 129 selecting job agents, 129 Job analysis questionnaire, 130 Job-based fit, 206 Job-based pay, 434-437 Job characteristics model, 140 Job descriptions, 130, 134-135 Job design, 138 Job enrichment, 387 Job performance citizenship performance and, 298-299 counterproductive performance and, 299-300 defined, 297 elements of, 297-298 task performance and, 298 Job posting, 181 Job redesign, 138 Job rotation, 388 Job satisfaction, 258

Job seekers, 173-177. See also Employee recruiting job search behavior in, 174 new workforce entrants, 174-175 processes used by, 173-174 unemployed workers, 175–176 workers currently employed, 176 - 177Job specifications, 131, 134-135 Job transfer, 388 Justice theory, 422–423 Know-how, pay structure determined by, 435-436 Knowledge, 332 Labor force trends, 25 Labor Management Partnership, Labor-Management Relations Act. See Taft-Hartley Act Labor-Management Reporting and Disclosure Act. See Landrum-Griffin Act Labor negotiations. See Collective bargaining Labor orientations differences in, 56 external vs. internal, in employee development, 378-379 Labor relations, 494-499. See also Labor unions Bargain Laborer HR strategy and, 497, 499, 506, 542 Committed Expert HR strategy and, 497, 498, 506, 547 as core HR function, 15-16 defined, 494 Free Agent HR strategy and, 497, 498, 499, 550 Loyal Soldier HR strategy and, 497, 498, 499, 505, 545 organizational effectiveness and, 494-496 strategic, 496-499 Labor unions, 494-531. See also Collective bargaining; Grievance process avoiding, 509 in childcare industry, 506 current trends, union responses to, 505-506 decertification campaigns, 512 declining union membership, 503-504 defined, 494 evolution of, over time, 499-509 government regulations and, 500-503 HR strategy and, 496-499 international (See International organized labor) joining (See Union organizing campaigns)

Labor unions (continued) Landrum-Griffin Act, 502-503 National Labor Relations Board (NLRB) and, 501 nonunion workers and, 509 organizational success by cooperating with, 517 in public sector, 504-505 Railway Labor Act (RLA), 500 Taft-Hartley Act, 501-502 unfair labor practices and, 500-501 Wagner Act, 500-501 Lag-the-market strategy, 432-433 Landrum-Griffin Act, 502-503 Layoffs, 267-272 alternatives to, 271 defined, 267-268 downsizing, 267-268 individual effects of, 268-272 layoff survivors, 269-270 layoff victims, 268-269 negative effects of, reducing, 270 - 272organizational effects of, 267-268 organizational productivity and, 539 work-role centrality and, 268-269 Layoff survivors, 269 Layoff victims, 268 Lead-the-market strategy, 432 Learning, 332 Learning objective, 348 Legal issues. See also Equal employment opportunity and safety; Occupational safety laws in employee selection methods, 215-216 with Internet and email use, 87 in job analysis, 135-136 layoffs, 91-92 License, 383 Life-cycle stages. See Organizational life cycle Life insurance, 468 Lifestyle benefits, 471 Line of sight, 457 Lockouts, 514 Long-term generalists, 205 Long-term specialists, 205 Loyal Soldier HR strategy compensation level linked with, 438, 545 compensation packages linked with, 484 defined, 59-60 labor relations/unions and, 497, 498, 499, 505, 545 performance management and, 544 recruiting and selection and, 543-544 retention and, 544 training and development, 544-545 work design and, 542

ManagerView360, 385 Mandatory bargaining topics, 514 Market-based pay, 413 Material safety data sheet (MSDS), 104 Mechanistic approach to work design, 139-140 Mediation, 521-522 Medical and first aid standard, 105 Meet-the-market strategy, 432-433 Mental ability tests, 217-220 Mental disabilities, 92 Mentoring, 390 Merit-based systems, 294-296 Merit bonuses, 476-477 Merit pay increases, 475-476 Messaging, realistic vs. idealistic, 166-168 Minimum cutoffs approach to employee selection, 234-235 Minimum wage, 440, 442 Modeling as training method, 354 Motivation, 418-428 defined, 419 elements of, 419 increased through compensation, principles for, 426 strategy linked with, 425-428 uniform compensation and, 427-428 variable compensation and, 426-427 work design and, 140, 141 Motivation, theories of, 419-425 agency theory, 424-425 expectancy theory, 423-424 goal-setting theory, 421-422 justice theory, 422-423 reinforcement theory, 419-420 Multiple hurdles approach to employee selection, 235 Multisource assessments and feedback, 385-386 Multisource performance ratings, 311-312 Narrative ratings, 309 National Labor Relations Act. See Wagner Act National Labor Relations Board (NLRB), 501 Needs assessment, 341-349 defined, 341 prioritizing and creating objectives, 347-349 proactive needs assessment, 341-344

reactive needs assessment, 344-347 Negative feedback, 315 Negligent hiring, 229 New employee orientation, 395-396 New workforce entrants as job seekers, 174-175 Nonexempt employees, 439-440 Nonunion workers, 509

Objective performance measures, 303 Occupational information network, 129 Occupational Safety and Health Act (OSHA), 102-105 emergency action plan standard, 102 explained, 102 hazard communication standard, 102, 103-104 Materials Safety Data Sheet, sample of, 104 medical and first aid standard, 105 walking/working surfaces standard, 104-105 Occupational safety laws, 101-105. See also Occupational Safety and Health Act (OSHA) Workers' compensation and, 105 Onsite resources for international

assignments, 399 On-the-job methods of employee training, 354 Open shop, 502 Opportunities, 41 Opportunity to perform, 360 Organizational citizenship

affirmative action plans, 99-100 attitudes about, 98 career-development challenges in, 397–398 enhancement, approaches to, 98 Executive Order 11246, 98-99

behavior, 299

Organizational diversity

Organizational effectiveness compensation packages and, 454-456 employee retention and, 250-252

HR management and, 4-5 HR strategies and, 38-40 labor relations/unions and, 494-496

layoffs and, 267-268 performance management and, 292-293 strategic alignment of HR practices and, 534-537 strategic employee

development and, 376-377

strategic recruiting and, 160-162

Organizational effectiveness compensation and, 412-414 Organizational life cycle, 6-10 communal stage, 7-8, 9 defined, 6-7 elaboration stage, 9 entrepreneurial stage, 7 formalization stage, 9

Organizational objectives creating, 348-349 defined, 349 ineffective/effective, examples of, 348 priorities, determining, 347-348 Organizational success, 6-12 chain of, 11-12 determining, 6-12 in life-cycle stages, 6-10 from stakeholder perspectives, 10-11 Organization analysis, 341 Organization-based fit, 206

unions Organizing campaigns. See Union organizing campaigns

Organized labor. See Labor

Orientation programs, computerized, 263 Outplacement services, 276 Outside sales exemption, 439 Overtime, 440-441

Parity-based systems, 295-296 Pay bands, 436 Pay-for-performance, 420 Pay grade, 436 Pay levels, 428-434 compensation level linked with, 433-434 strategies for, 432-433 Pay structure, 434-438 job-based pay and, 434-437 skill-based pay and, 437-438 strategy linked to, 438 Pay surveys, 428-432 BLS, 429-430

comparison data obtained for, 431-432 comparison groups used in, 429-430 defined, 428 Internet and, information obtained from, 430 salary information obtained

for, 430-431 Pay without work, 470 Perceived organizational support, 263

Perceptual approach to work design, 141-142 Performance appraisal, 301

Performance management, 292-329

citizenship performance and, 298-299 counterproductive

performance and, 299-300 defined, 292 feedback and, 313-319 job performance and, elements of, 297-298

merit-based systems, 294-295 and differentiation strategies, 296

organizational effectiveness	Problem solving, pay structure	solution implementation i
and, 292–293	determined by, 435	346–347
parity-based systems, 295	Procedural justice, 423	solutions to performance
and cost strategies, 296 strategic framework for,	Procedural knowledge and skill, 298	problems and, 346 via Training Request Form, 3
294–297	Production deviance, 300	Realistic job previews, 166
task performance and, 298	Productivity	Realistic messaging, 166
Performance measurement,	counterproductive	Reality check, 393
301-313. See also Rating	performance and, 298,	Reasonable accommodation,
formats	299–300	Recency error, 305
changes over time and,	in good HR practices, 54	Reciprocal processing, 124
307–309	organizational layoffs and,	Recruiting. See Employee recrui
inaccuracy in, sources of, 302	539 D. 6 : 1 : 400	Reference checking, 229–230
multisource performance	Professional in Lyman	Reinforcement theory, 419–42
ratings, 311–312 objective <i>vs.</i> subjective	Professional in Human Resources (PHR), 383	Relapse prevention training, 3 Relational commitment, 416
performance measures,	Profitability	Relative measures, 294
303	chain of success and, 11-12	Reliability in employee selecti
outcome vs. behavioral	in employee recruiting, 160	methods, 209–211
measures, 303–304	organizational life cycles and, 9	Repatriation, 399
by performance appraisals,	strategic approach to HR	Résumés, 227–228
301–302, 317	and, 38–39	Retirement savings, 468–470
problems with, 304–309	Profit sharing, 481	Return on investment (ROI),
rater bias and, 306	Progressive discipline, 274 Promotion, 388	Right-to-work laws, 502, 503
rater errors and, 305–306 situational influences and,	Property deviance, 300	Risk management, 16 Role, 51
306–307	Protean career, 381–382	Role play as training method,
sources of, 311–313	Protected classes, 79	p,
360-degree rating approach,	Public employment agency, 184	Safety. See Equal employment
312	Punitive damages, 88	opportunity and safe
types of, 303–304	Pygmalion effect, 319	Occupational safety l
Permissive bargaining topics, 514	0 110 11 0 1 100	Salary compression, 418
Persistence in motivation, 419	Qualified benefit plan, 466	SAT test, 217
Personal aggression, 300	Quality measures, 188	Scientific management, 139
Personality testing, 220–222 Person analysis, 343–344	Quantity measures, 188 Quid pro quo, 84	Secondary boycott, 502 Security issues, 277
Physical ability testing, 224	Quitting. See also Turnover	Self-assessment, 393
Physical attractiveness and	calculated decision to leave,	Self-coaching, 360
success, 219	257	Self-Directed Search (SDS), 3
Physical disabilities, 92	comparison with other	393
Piece-rate incentives, 473–474	alternatives, 257–258	Senior Professional in Human
Point system, 434	exit from the organization,	Resources (SPHR), 3
Political deviance, 300	260–261	Sequential processing, 124
Population trends, 24–25 Positional power, 555	low job satisfaction, 258–260 paths to, 257–258	Severance compensation, 277 Sexual harassment, 84–86
Position Analysis Questionnaire	quick decision to leave, 257	defined, 84
(PAQ), 133–134	sense of dissatisfaction, 258	guidelines, 85
Positive feedback, 315	understanding reasons for,	hostile environment, 85
Post-test only designs, 365	258–261	quid pro quo, 84–85
Potential, 208	withdrawal from the	undesirable outcomes link
Pre-departure resources	organization, 260	to, 85, 86
for international	D	Short-term generalists, 204
assignments, 398–399	Race-norming, 88 Railway Labor Act (RLA), 500	Short-term specialists, 205 Sick leave, 470
Predictive validation strategy, 212 Predictor weighting, 234	Rapid model of instructional	Simulation as training method
Presentation as training method,	design, 340	353–354
351–352	Rater bias, 306	Situational influences on
Pre-test and post-test with control	Rater errors, 305–306	performance
group, 365	Rating formats	measurement, 306–3
Primacy error, 305	forced distributions, 310–311	Situational interviews, 232
Private employment agency, 185	forced ratings, 310	Situational judgment tests, 22
Proactive needs assessment,	graphic ratings, 309–310	223–224
341–344 defined, 341	narrative ratings, 309 Rational strategic approach, 559	Situational specificity, 213 Skill-based pay, 434, 437–438
organizational analysis and,	Rational strategic approach, 552 Reactive needs assessment,	Skills, 332
341–342	344–347	Skill scope, 163–164
person analysis and, 343-344	casual analysis in, 346	broad skill scope, 163
task analysis and, 342–343	defined, 344–345	geography and, 164
Problem definition, 345–346	problem definition in, 345-346	targeted skill scope, 163-1

Small business HR practices, strategic, 552–553 Socialization, 262 Social security system, 464 345 Sourcing, internal vs. external, 164-166 Split-halves method, 210 Spreading knowledge about HR 93 practices, 16-17 Stakeholders customers as, 11 iting defined, 9-10 employees as, 11 20 owners as, 12 359 society as, 12 Standard rate, 473 Standards of leadership (SOL), ion Stockholders, 11, 424-425 Stock options, 425, 481 Stock plans, 481-482 Strategic alignment of HR 364 practices. See Alignment Strategic links to HR management practice, 27-29 Strategic management, 14 353 Strategic partner role, 20 Strategy, 40. See also Human resource strategies Strategy formulation, 40-46 ty; analyzing information and laws making decisions, 45 - 46gathering information, 41-45 process, 41 Strengths, 42 Stretch goal, 421 Strikes, 514, 515-516 83, Structured interview, 232 Subjective performance measures, 303 383 Supplemental insurance, 468 Taft-Hartley Act, 501-502 Talent wars, 177 Targeted skill scope, 163-164 Task analysis, 342–343 Task analysis inventory, 131-132 Task performance, 297–298 Team bonuses and incentives, ked 477 - 478Technology. See also Internet computer-based orientation and training, 263 d, computerized orientation programs, 263 computers replacing laborers, 515 307 computer usage, monitoring, 2, in employee development, 393-394 Telework, 146-147 Temporary workers, 165 Testing in employee selection, 217-227 cognitive ability testing, 217 - 220targeted skill scope, 163-164 drug testing, 225

Testing in employee selection training media, 354-358 by assessing employee Vested, 469 (continued) training methods, 351-354 satisfaction, 261-262 Voluntary turnover, 255 integrity testing, 224-225 transfer-enhancement by perceived organizational Internet testing, 223 techniques, 358-360 support, 263-264 Wagner Act, 500-501 trends in, 26–27 personality testing, 220-222 by promoting embed-Walking/working surfaces physical ability testing, 224 vendors of, 350-351 dedness, 264-266 standard, 104-105 situational judgment tests. Training benefits, 338-341 by socializing new Weaknesses, 42 222, 223-224 partnership, 339-340 employees, 262-263 Withdrawal, 260 work sample testing, systematic process, 340-341 voluntary, 255, 256-258 Wonderlic Personnel Test, 218 225-226, 227 transfer of training, 338–339, Work design, 118-157. See also Undue hardship, 93 Test-retest method, 210 Job analysis Training climate, 342 Threats, 41 Unemployed workers as job autonomy and interdependence in, 360-degree rating approach, 312 Training effectiveness, 361-366 seekers, 175-176 Unemployment insurance, 464-465 Time measures, 188 defined, 361 linking, 125-126 autonomy in, developing, Title VII of the Civil Rights Act design, 365 Unfair labor practices, 500-501 of 1964, 79-86 outcomes, 363-364 Uniform relational 122-123, 124 adverse impact and, 81-83, 84 purpose, 361-363 compensation, 417 biological approach to, 142 results, 365-366 bona fide occupational Uniform rewards, 416 combining approaches to, Training efficiency, 364 142-143 qualification (BFOQ) Uniform transactional and, 81 Training media, 354-358 compensation, 417 defined, 120 Civil Rights Act of 1991 and, cost and accessibility, 357-358 Union organizing campaigns, differentiation used in, 120-122 86, 88 defined, 354-355 510-513 family-to-work/work-to-family defined, 79 authorization card conflict and, 143-147 e-learning, 355 discrimination and, 80 media requirements, 355, campaigns, 510 framework for, 125 disparate treatment and, 80-81 357 bargaining units and, 511 integration used in, 120-122 equal employment Training methods, 351-354 certification elections, 511 interdependence in, opportunity and, 80 decertification campaigns, 512 case study, 352-353 developing, 124-125 Equal Employment characteristics of, 351 factors influencing, 512-513 mechanistic approach to, 139-140 Opportunity Commission defined, 351 representation petitions, motivational approach to, (EEOC) as part of, 80 discovery, 353 510-511 four-fifths rule and, 82 steps in, 510 discussions, 352 140, 141 harassment and, 84-85, 86 modeling, 354 union certification and, 511 perceptual approach to, international employers and, on-the-job methods, 354 Union shop, 502 141-142 88-90 presentation, 351-352 Union steward, 521 strategic, 122-126 protected classes, 79 role play, 353 U.S. employment laws. See also Workers' compensation, 105, validity and, 82 simulation, 353-354 Discrimination and employment laws Total rewards, 14-15 Training vendors, 350 Work experiences for employee Transactional commitment, 416 applied to international development, 386–388 Traditional model of instructional design, 340 Transfer-enhancement employers, 88-90 Workforce planning and Training, 330-373. See also techniques, 358-360 major, list of, 79 employment, 14 after training, 359-360 Working conditions, pay Education for Universalistic approach to HR self-coaching, 360 employee development; strategy, 51, 52-54 structure determined Needs assessment before training, 358 Upward feedback, 360 by, 435 approaches to, 340 during training, 358-359 Upward move, 388 Work-role centrality, 268 upward feedback, 360 Utility in employee selection Work sample testing, 225-226, 227 certifications and, 383 Work stoppages, 514–516 courses designed for, Transfer of training, 338 methods, 213-215 382-383 Trends affecting human resource Utilization study, 99 boycotts, 516 defined, 332 management, 24-27 lockouts, 514 design and delivery of, 349-361 Valence, 424 education and training strikes, 514, 515-516 trends, 26-27 Work-to-family conflict differentiation vs. cost Validity leadership strategy and, employment trends, 26 defined, 82, 211 alternative work locations 335-336 globalization trends, 27 in employee selection and, 146-147 internal vs. external labor labor force trends, 25 methods, 211-213 defined, 143 orientation and, 337-338 population trends, 24-25 Validity generalization, 213 flexible scheduling and, licenses and, 383 Turnaround strategy, 550 Variable relational 144-146 strategic, benefits of, 332-334 Turnover, 254-267. See also compensation, 418 in individualistic societies, 143 strategic, framework for, Quitting Variable rewards, 416 problems presented by, 144 335-338 dysfunctional, 255 Variable transactional reasons for, 144 training materials, content involuntary, 255 compensation, 417-418 Work-to-nonwork life, balancing, of, 349-351 reducing, 261-266 Vertical alignment, 537-538