Glossary of Terms Used in This Handbook

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

4/5ths or “80 Percent” Rule
A “rule-of-thumb” stating that discrimination often is thought to happen if the selection rate for a protected group is less than 80% of the selection rate for the majority group

Ability Test (Clerical, Dexterity, Mechanical)
One of various selection tests or assessments used to evaluate learned skills

Ability to Deal with Others
A factor interviewers consider in selecting among job candidates

Acceptable Pre-employment Questions
Questions used by interviewers which comply with legal and regulatory requirements

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

Access to Employee Information
Authority to review confidential employee information

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

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

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

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

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

Adverse Selections
Circumstance where only higher risk employees select and use certain benefits

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

Affirmative Action Plan (AAP)
Written program prepared annually dealing with affirmative action and submitted to enforcement agencies

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

Age Discrimination in Employment Act
(as amended in 1978 and 1986)
Prohibits discrimination against persons over age 40 and restricts mandatory retirement requirements, except where age is a bona fide occupational qualification

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

Alternative Applicant Sources
Any of a wide variety of different means and avenues to find job applicants which are non-traditional in nature
**Americans with Disabilities Act (ADA)**
A 1990 act which requires employer accommodation of individuals with disabilities

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

**Appearance (as Interview Factor)**
A factor interviewers consider in selecting among job candidates which refers to how appropriately the person was dressed and groomed in terms of the needs of the job

**Applicant**
Persons expressing interest in and applying for jobs

**Applicant Pool**
In recruiting, all people who are evaluated for employment selection

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

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

**Applicant-to-Hire Ratio**
Measure of hiring efficiency where the number of persons hired for a job is divided by the number of applicants for the job

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

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

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

**Appraisal, Evaluation, Reviews**
Various terms used for the process of evaluating an employee’s performance on a job

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

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

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

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

**Arbitration**
Resolution process where a neutral third party makes a decision

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

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

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

**Assistant-to (Management Development Technique)**
Training or development technique where a person serves in a staff role reporting to a manager who can show the person the workings of a particular job

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

**At-Will**
A doctrine in common law which states employers have the right to hire, fire, demote or promote whomever they choose unless there is a law which disallows such action
**Authority**
The power to influence people or situations; it is a consideration in establishing the weight or value of a job for pay purposes

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

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

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

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

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

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

**Behavior Modeling**
Where one person copies and acts similar to another person

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

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

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

**BFOQ**
Acronym for Bona Fide Occupational Qualification

**Body Language (as Interview Factor)**
A factor interviewers consider in selecting among job candidates which refers to the gestures and mannerisms used to communicate and how they support or affirm the words spoken or information given

**Bona Fide Occupational Qualification (BFOQ)**
Consideration which is a legitimate reason for an employer to exclude people on what would normally be an illegal consideration

**Bonus**
Payment which is not considered part of base pay

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

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

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

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

**Career**
The work-related positions a person works in throughout life

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

**Career Goals (as Interview Factor)**
A factor interviewers consider in selecting among job
candidates which refers to the ultimate occupation or vocation to which s/he aspires

**Career Paths**
Job sequences employees follow over time

**Case Studies** (Management Development Technique)
Training or development technique where the learner may be in a classroom and go over the application and analysis of a fictitious or real life situation to gain experience

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

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

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

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

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

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

**Civil Rights Act of 1991**
Overturns several past Supreme Court decisions and changes damage claims provisions

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

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

**Coaching (Management Development Technique)**
Feedback and training on performing work given to employees

**Cognitive Ability Test**
Developed tool to measure a person’s mathematical, memory, reasoning, thinking and verbal skills

**Commission**
Pay in dollars computed as a percentage of sales

**Compa-ratio**
Employee’s pay divided by the dollar amount midpoint of his or her pay range

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

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

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

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

**Competencies**
An employee’s or group of employees’ specific capabilities which correspond to enhanced performance

**Competency-Based Pay**
Basing amount of pay a person receives upon the capabilities they demonstrate and acquire

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

**Competitive Wage**
An amount paid for work performed which is typical of the market for the same work performed
Complaint
An expression of employee dissatisfaction which has not been put into writing.

Compressed Workweek
Arrangement in which a full week’s work is completed in fewer than the typical five eight-hour days.

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

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

Confidence (as Interview Factor)
A factor interviewers consider in selecting among job candidates which refers to the person’s feelings about his or her own powers and abilities to succeed.

Confirming the Job Need
Verifying the requirement for filling a job and defining the relevant information necessary to hire personnel.

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

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

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

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

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

Contingent Offer of Employment
Formal offer of employment made to a job candidate by an employer with certain conditions which must be met by the new employee; can include qualifying with certain job-related tests, meeting certain appearance requirements, having required equipment, etc.

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

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

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

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

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

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

Core Responsibilities
Primary functions of a job.

Cost of Employee Turnover
Costs resulting from replacing employees who terminate service.

Cost-of-Living Adjustment (COLA)
An adjustment to base pay for work performed related to the cost of purchasing certain goods and services included in an accepted standard level of consumption.

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

Criminal Record
A person’s recorded conviction record. At hire it is acceptable for employers to inquire about convictions other than misdemeanors.
Criterion-Related Validity
A procedure showing validity where a test is used as the predictor of how well a person will perform the job

Cross Training
Training employees to perform more than one job

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

Defined- Contribution Plan
Retirement program where employers make annual payments to the employees' pension accounts

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

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

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

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

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

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

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

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

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

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

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

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

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

Draw
Advance in employee pay from future commissions earned which is repaid

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

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

e-Learning
Using the Internet or an internal intranet to participate in on-line training
Economic Adjustment
A change in base pay, normally for only selected employee groups, made to align pay with the typical market pay for a job

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

EEO-1
An employer general information and employee data report filed annually to the Equal Employment Opportunity Commission by employers meeting certain requirements

EEOC (Equal Employment Opportunity Commission)
A federal enforcement agency created by Title VI of the Civil Rights Act of 1964 and charged with ending discrimination and promoting voluntary action with equal employment

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

Employee Assistance Program (EAP)
Counseling and other assistance provided to employees via external practitioners to help personnel with emotional, personal and physical difficulties

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

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

Employee Polygraph Protection Act (EPPA) of 1988
A federal law defining permissible limits for use of polygraph testing

Employee Sources
Various origins, channels and providers for job applicants

Employee Stock Ownership Plan (ESOP)
Program providing employees with significant ownership in their employer’s company

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

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

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

Employment Contract
Formal arrangement outlining the details of employment

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

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

Employment Test
An employment procedure used to make employment-related decisions

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

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

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

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

Equal Employment
Employment involving no illegal discrimination
**Equal Employment Opportunity**
The consideration that persons should have equal treatment in all actions associated with employment

**Equal Opportunity Employer (EOE)**
Affirmation by organizations indicating compliance with legal and regulatory requirements for non-discrimination. Often included in advertisements as “EOE”

**Equal Pay Act**
Requires equal pay for men and women performing substantially the same work

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

**Essential Job Functions**
Primary functions of a job

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

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

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

**Executive Order 11478**
Prohibits discrimination in the U.S. Postal Service and in the various government agencies on the basis of race, color, religion, sex, national origin, disability or age

**Executive Orders 11246 and 11375**
Require federal contractors and subcontractors to eliminate employment discrimination and prior discrimination through affirmative action

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

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

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

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

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

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

**External Sourcing**
Identifying job applicants from outside the organization for employment vacancies

**Factor Checklists**
A employee evaluation recording method for category ratings

**Fair Labor Standards Act (FLSA)**
Federal law defining exempt and non-exempt status positions, child labor protection, payment of overtime after 40 hours and minimum wage

**Federation**
A grouping of autonomous national and international unions

**Feedback**
Information employees receive concerning their work performance

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

**Flexible Spending Account**
Benefits arrangement allowing employees to contribute pre-tax dollars to purchase selected additional benefits

**Flexible Staffing**
Situations where employers use non-traditional employees
**Flextime**
Work schedules where employees work a set number of hours per day with various beginning and ending times.

**Fluency (as Interview Factor)**
A factor interviewers consider in selecting among job candidates which refers to the person’s ability to appropriately communicate orally and/or in writing for the specific needs of the job.

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

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

**Full-Time**
Work performed in accordance with the standard number of regular hours in a work week (normally 40 hours).

**Full-Time Employee**
An employee who performs work in accordance with the standard number of regular hours in a work week (normally 40 hours).

**Full-Time Temporary**
Person working a regular work schedule (e.g., 40 hours per week) for a limited duration (e.g., 12 weeks).

**Functional Definition**
Associating a specific task or function to a generic job title, e.g., “production supervisor” as opposed to “supervisor”.

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

**Gainsharing**
Program where an employer’s greater than expected productivity and/or profit gains are shared with employees.

**Garnishment**
Court action where a portion of an employee’s wages is set aside to pay for a debt owed to a creditor.

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

**General Summary**
A brief description of the primary purpose of a job.

**Generic Job Titles**
General job titles indicating authority, accountability and responsibility in their functioning without specifically associating the job to a task, e.g., “supervisor” as opposed to “production supervisor”.

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

**Grade (for Job Level)**
An index number or letter associated with a pay range selected for a job.

**Grade Point Average (as Interview Factor)**
A factor interviewers consider in selecting among job candidates which refers to college or other school grades usually represented by averages earned versus the maximum grade possible.

**Graphology (Test Type)**
One of various selection assessments where analysis of an applicant’s handwriting is used to reveal aspects of the person’s personality and potential suitability for a job.

**Green-Circle Employee**
An employee in a job where s/he is paid below the minimum of the pay range for the job.

**Grievance**
Complaint stated formally in writing.

**Grievance Procedures**
Formal procedures and channels of communication for solving grievances.

**Gross-Up**
To give an additional sum of money equivalent to the amount of tax to be paid by a person on wages. For example, if a person is to be awarded $100 and must pay $15 in tax, the amount given would be $115 which nets $100 to the person after taxes.
Halo Effect
Situation arising when a person rating another person scores the rated person highly on all job criteria based upon the rater’s perception of one performance area.

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

Health Maintenance Organization (HMO)
Benefit plan providing services on a pre-paid basis for a fixed period of time.

Hiring
Process of bringing new employees into an organization.

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

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

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

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

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

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

Hours of Work
Reference to the time employees perform work. Employers set hours of work. Generally this term refers to “normal” times of work.

HR
Acronym referring to the human resource function.

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

HR Management
Planning and administration of human resource activities within an organization.

Human Resource Management System
An integrated information system used by HR management and others in decision making.

I-9 Form
A document developed by the federal government used to indicate an applicant’s eligibility to work legally in the U.S. Eligibility verification is required by the Immigration Reform and Control Act (IRCA) of 1986.

Immigration Reform and Control Act
Establishes penalties for employers who knowingly hire illegal aliens; prohibits employment discrimination on the basis of national origin or citizenship.

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

Independent Contractor
Workers providing special services based upon a contract.

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

Individual Retirement Account (IRA)
Special account into which an employee may set aside monies which are not taxed until the employee retires.

Industrial Skills
One of various selection tests or assessments used to evaluate learned skills, in this case specifically industrial skills.
Informal Training
Training which takes place by means of feedback and interaction among employees

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

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

INS (Immigration and Naturalization Service)
A department of the federal government involved with the flow of immigrants into the U.S.

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

Internal Job Posting
Process of communicating job opportunities to existing employees

Internal Sourcing
Identifying job applicants from within an organization

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

Interview Sourcing
Process and methods used to identify applicants for jobs

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

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

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

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

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

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

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

Job Criteria
Important job components

Job Description
Identifying the duties, responsibilities and tasks of a job

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

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

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

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

Job Evaluation Questionnaire
A worksheet used to gather and record information including primary functions, education, supervision, physical requirements and other considerations needed to write job descriptions. Also referred to as a job description questionnaire
Job Family
Grouping of jobs possessing common organizational characteristics

Job Longevity
How long a person works on a job

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

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

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

Job Rotation (Management Development Technique)
Training or development technique where the learner is moved between various jobs to fill an imminent need and gain an understanding of what is involved in each job

Job Satisfaction
Positive emotional state resulting from evaluating an employee’s job experience

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

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

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

Job Title
Official name given as title to a job

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

Just Cause
Reasonable justification for taking employment-related action

Keogh Plan
Specialized and individualized pension plan for self-employed workers

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

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

Knowledge (Test Type)
One of various selection tests or assessments used to evaluate specific knowledge possessed by an applicant

Labor Market
External worker supply pool from which employers attract employees

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

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

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

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

Living Wage
Wage considered adequate to fulfill the basic needs of a worker’s family
**Lock-out/Tag-out Procedure**  
Requirement and procedure for using locks and tags to make equipment inoperative during adjustment and repair

**Lump Sum Increase**  
All or part of an annual pay increase paid at one time

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

**Management Skills (Test Type)**  
One of various selection tests or assessments used to evaluate specific management skills possessed by an applicant

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

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

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

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

**Maturity (as Interview Factor)**  
A factor interviewers consider in selecting among job candidates which refers to the person’s development personally and in terms of background and experience for the specific job

**Maximum of Pay Range**  
The highest amount of compensation to be paid for work performed

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

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

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

**Medical File/Record**  
Certain documents collected pertaining to employees which are to be confidential and often kept separate from other employee records and information

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

**Mental/General Ability Test**  
One of various selection tests or assessments used to evaluate an applicant’s general ability to learn or acquire a skill

**Mentoring (Management Development Technique)**  
Training or development technique where a more experienced manager assists and guides a newer manager and/or selected others in the early developmental stages of their careers

**Merit Increase**  
Increase affecting base pay for work performed recognizing performance

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

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

**Minimum of Pay Range**  
The lowest amount of compensation to be paid for work performed

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

**Motivation**  
A person’s desire to take action
**Motivator**
Something of desire for a person which causes him or her to act.

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

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

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

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

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

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

**Nepotism**
Allowing an employee’s relatives to work for the employee.

**Non-Compete Agreement**
Formal agreement disallowing an employee leaving a company to compete against that company in the same line of business for a specified period of time.

**Non-Contributory Plan**
A pension plan where all pension benefits funds are provided by the employer.

**Non-Directive Interview**
An interview method where interviewers ask general questions about the candidate which lead to other questions about topics brought up by the candidate.

**Non-Discriminatory**
A distinction made between individuals which is in compliance with legal and regulatory requirements.

**Non-Exempt**
Employees who must be paid overtime under the Fair Labor Standards Act (FLSA).

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

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

**Objectives and Behaviors**
An employee evaluation recording method where the employee is evaluated by the supervisor on levels attained on pre-set goals.

**Offer Letter**
A formal letter written to job candidates informing them they have been selected for a job.

**Offering Jobs**
Process where a formal offer of employment is made to selected candidates.

**Older Workers Benefit Protection Act of 1990**
Prohibits age-based discrimination in early retirement and other benefits plans.

**On-Site Reviews**
An employee evaluation process where a person outside the immediate reporting relationship becomes part of the rating process.

**Open-Ended Questions**
Questions used in an interview which generate more than one word and/or “yes” “no” answers. Such questions bring out more information about a job candidate.

**Opinion Survey**
A survey or collection of information focusing upon employ-
ees’ beliefs and feelings about their jobs and employer (same meaning an attitude survey)

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

**Orienting Employees**
Welcoming, assisting and informing employees new to an organization

**OSHA 300A**
A summary report of accidents and illnesses completed annually by an employing organization which meets certain requirements

**Outside Activities (as Interview Factor)**
A factor interviewers consider in selecting among job candidates which refers to what the person does when not working, including social activities, hobbies, sports, etc.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Pension Plan**
Formal retirement program funded by the employer and employee
Performance Appraisal
Process where employees are evaluated on their job performance and advised of their performance.

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

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

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

Perks (Perquisites)
Special benefits granted most often to executives which are usually non-cash.

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

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

Physical Ability Test
Test measuring an employee’s endurance, muscular movement and strength.

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

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

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

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

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

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

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

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

Position/Job Title
An “official” and approved name given to a job.

Post-Job Offer
Term referring to actions or circumstances which take place after a job candidate has been formally offered a position.

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

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

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

Pre-Employment Testing
Various types of selection instruments administered before an employment offer is made which are used as a part of the selection process.
Pre-Employment Work Behavior Skills Testing
Paper and pencil or similarly administered tests taken by persons applying for jobs; used by the employer to select among candidates meeting the requirements of the position

Preferred People Profile
A example of personal characteristics indicating potential success on a job

Preferred Provider Organization (PPO)
Health care provider which contracts with a group of employers to provide health care at a competitive rate

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

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

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

Primary Functions
The main or fundamental activities in a job

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

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

Procedure
Usual methods for handling activities

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

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

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

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

Profit Sharing
Allocating a portion of company profits among employees

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

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

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

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

Proposed Pay Range
Recommended dollar amounts, often the minimum, midpoint and maximum, associated with a job which set limits to the amount to be paid for work performed

Protected Class of People
Persons falling into a group identified for protection under equal employment laws and regulations

Psychics (Test Type)
One of various selection assessment methods used by some organizations to select job candidates

Psychological/Personality (Test Type)
Paper and pencil or similarly administered tests used to determine developmental potential and needs. Factors can include interpersonal skill, job preference, leadership style, motivation, reasoning, etc.
Qualified Special Disabled Veterans
Persons identified as qualified veterans with disabilities who are entitled to hiring and advancement opportunity under the Vietnam-Era Veterans Readjustment Act of 1974

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

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

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

Ratings by Teams/Peers
A participative management approach where management often relies upon peer evaluation since teamwork is emphasized rather than individual performance

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

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

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

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

Recruiting
Creating a group of qualified applicants for jobs in an organization

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

Red-Circle Employee
Job incumbent who is paid above the pay range maximum for the job

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

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

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

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

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

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

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

Retaliation
Penalizing action of employers taken against individuals who exercise their rights

Return on Investment (ROI)
Calculation indicating the value of HR expenditures

Reverse Discrimination
Circumstance where an individual is denied opportunity due to preference given to protected-class individuals who may
be less qualified

**Right to Privacy**
Freedom of an individual from unauthorized and unreasonable intrusion into the individual’s personal affairs

**Rights**
An individual’s interests, powers, privileges, as established by law, nature or tradition

**Right-to-Work Laws**
State laws disallowing requiring employees to join unions as a condition of being employed or continuing employment

**Role-Playing**
*(Management Development Technique)*
Training or development technique where the learner actually assumes the role of a manager in a particular situation and demonstrates the actions needed on the job

**Rules**
Specific guidelines restricting and regulating behavior of individuals

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

**Safety**
Conditions protecting the physical well-being of employees

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

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

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

**Selection**
Process for selecting persons possessing qualifications needed for a job

**Selection Criteria**
Characteristics a person needs to perform a job successfully

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

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

**Self-Directed Team**
Group of individuals in an organization who are assigned to accomplish a collection of duties, responsibilities and tasks

**Self-Ratings**
An employee evaluation approach where an employee rates him or herself on job performance

**Seniority**
Time spent on a particular job or in an organization

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

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

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

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

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

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

**Simulations**
*(Management Development Technique)*
Training or development technique where the learner analyzes a situation and determines the best course of action. Similar to business games, but often real life situations in the business are recreated for analysis
**Situational Interview**
An interview method where the interviewer asks candidates how they might handle specific job situations

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

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

**Sourcing Applicants**
The varied and comprehensive process of identifying applicants for jobs

**Start Date**
The official date when a person begins a job

**Statutory Rights**
Rights based upon laws or statutes

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

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

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

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

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

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

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

**Substance Abuse**
Misuse of alcohol, drugs or substances or illicit substance use

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

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

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

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

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

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

**Task**
Motions of work activity which are distinct and identifiable

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

**Telecommute**
Working by means of computing and telecommunications equipment
Temporary Employee
Persons hired by an organization or supplied through an outside service firm for normally a short period of time (e.g., less than 6 months)

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

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

Termination Date
The effective date when work ceases for an employee

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

Title I of the ADA
Employment provisions which disallow employment-related discrimination affecting persons with disabilities

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

Title III of the ADA
Public access provisions requiring accessibility of public and commercial facilities

Title IV of the ADA
Telecommunications provisions requiring telecommunication capabilities and television closed captioning for persons with hearing and speech disabilities

Title V of the ADA
Administration and enforcement provisions detailing accountability, authority and responsibility as well as who is not covered

Title VII, Civil Rights Act of 1964
Federal law which prohibits discrimination in employment on basis of race, color, religion, sex or national origin

Trade Associations
Formal organizations which represent like-businesses or entities on a group basis to provide information, marketing, and public relations, advice and counsel, guidance, training, leadership, resources and/or similar services

Training
Process during which people acquire capabilities to perform jobs

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

Turnover
Procedure where employees leave an organization and need to be replaced

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

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

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

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

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

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

Utilization Review
Audit of the costs and services charged by health care providers
Vacancy
Positions or jobs which are open and identified as waiting to be filled

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

Variable Pay
Compensation based upon individual, team or organization performance

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

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

Vesting
Employee right to receive selected pension plan benefits

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

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

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

Vocational Rehabilitation Act of 1974
Prohibits employers with federal contracts over $2,500 from discriminating against individuals with disabilities

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

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

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

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

Well-Pay
Extra pay for not using sick time

Whistle-Blower
Person who reports perceived or actual misdeeds committed by their employer

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

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

Work Experience (as Interview Factor)
A factor interviewers consider in selecting among job candidates which refers to all work the person has performed during a career

Work Group or Task Force (Management Development Technique)
Training or development technique where the learner works on important projects which help the person become acquainted with the organization’s policies and procedures, key issues about the project and the different personalities of co-workers

Work Sample (Test Type)
One of various selection tests or assessments used to evaluate an applicant’s ability to perform a job where an actual
sample or aspect of the job is presented to the person to complete

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

**Workers’ Compensation**
Benefits which are provided to a person injured on the job

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

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

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

**Wrongful Discharge**
Terminating an employee for improper or illegal reasons