

## Index

A	CDs, 85	Culture
Absolute standard appraisal method, 303-305	Change to Win Coalition, 34	corporate, 9, 14
Academic credentials, 123	Child labor, 34	impact on hospitality operations, 450-457
Accor, 164, 443	China, 472, 477–478	societal and organizational, 448-450
Adaptation process (new employees), 135-138, 142	Civil Rights Act of 1964 (Title VII), 33-38, 40,	Culture shock, 458
AD&D insurance, 285	49, 66, 87–88, 323, 338, 351	Customers, internal vs. external, 300
Advertisements, job, 108-110	Civil Rights Act of 1991, 35	
Affirmative action programs, 15, 36	Clayton Act of 1914, 33	D
AFL-CIO, 34	Closed-ended questions, 222	Data mining, 380, 382
Age Discrimination in Employment Act of 1967	Coaching, 219, 225–226	Defamation, 125
(ADEA), 35, 38-40, 49, 87-88, 326-327	Codes of ethics, 161-163	Demographics, 12
Agency shops, 405	Collective bargaining, 404–407	Demonstrations (group training), 230, 231
Americans with Disabilities Act (ADA), 31, 35,	Communication	Department of Justice, 102
43-46, 49, 87-88, 324-326, 369	concerning pay, 269	Departmental induction procedures, 146-147
Aramark Corporation, 444	during downsizing, 419	Digital projectors, 231, 233
Arbitration, compulsory and voluntary, 407	with global expansion, 449-450	Direct financial compensation, 275-283
Attitudes, 174, 175	HR activities in, 12	incentives and bonuses, 279-280
Attrition, 418	Compass Group North America, 444	salaries, 276-278
At-will employment, 113, 150, 322	Compensation management, 264-290	tips, 280–283
Audiovisuals, training, 231, 233–236	case study, 291–292	wages, 278–279
Australia, 477	direct financial compensation, 275-283	Director of Human Resources job description,
Authorization cards (unions), 404	extrinsic vs. intrinsic rewards, 264-266	20–21
Automated external defibrillator (AED), 342	factors in effective systems, 267-269	Discipline, 310–316
,,,,	goal of, 266	Disciplined workforce, 310
В	HR activities in, 12	Dismissal, 315–316
Baby Boomers, 411-414	indirect financial compensation, 283-287	Disparate (adverse) impact cases, 37
Background checks, 122-124	for international assignments, 464	Disparate treatment of employees, 37
Baggage Airlines Guest Service (BAGS), 425	legal aspects of, 271–275	Distance education, 227
Behavior, ethical/unethical, 159	minimum wage, 18	Distributive collective bargaining, 405, 406
Behaviorally Anchored Rating Scales (BARS),	nonfinancial compensation, 288–290	Diversity, 14–17
306–307	Compensation package, 265	Documented oral warnings, 311, 313
Behavioral Observation Scales (BOS), 306-307	Competence, 172	Domino's Pizza, 443
Behavior improvement tactics, 316–319	Competencies, 173	Downsizing, 14, 417–421
Benefits, 283–287	Concessions (collective bargaining), 405, 406	Dress codes, 78–79
Bennigan's Grill and Tavern, 443	Conditional offer letters, 128	Driving records, 123
Best Western International, 443	Condo-hotels, 382, 383	Drug testing, 122
Blind ads, 108	Consolidated Omnibus Budget Reconciliation	Dues check-off, 405
Blogging, 80	Act (COBRA), 49, 284	DVDs, 85
Body language, 186	Constructive discharge, 89	Dynamic changes, 380-382, 384, 387, 390
Bona fide occupational qualification (BFOQ),	Consumer preferences, 12	,
36–37, 39	Contract administration, 407-411	E
Bonuses, 279–280	Core business strategies, 423	Economic constraints (recruitment), 103-104
Boycotts, 406, 407	Corporate culture, 9, 14	Educational institution job placement services, 11
Brainstorming, 233, 243, 391	Corporate (social) responsibility, 163–165	Ehrenreich, Barbara, 318
Breakout (group training), 230, 231	Cost-benefit analysis, 395, 396	E-learning, 199, 227
Broken cases, 222	Cost effective training, 173	Emergency plans, 348-350
Burger King, 442	Cost-of-living adjustments, 406	Employees, 5–7
Business ethics, 159	Counseling, employee, 317–319	Employee Assistance Programs (EAPs), 73, 74,
	Country clusters, 450–451	287, 342–343
C	Credit reports, 123	Employee handbooks, 81, 82, 134, 149-153
California, 273–274	Criminal histories, 123	Employee manuals, 81
Canada, 54	Crises, 345	Employee Polygraph Protection Act of 1988
Career development programs, 429–436	Crisis management programs, 347–350	(EPPA), 30
Career ladders, 155	Critical incidents, 253	Employee protection, 332–359
Careers, in succession planning, 428–429	Cross-cultural adaptability, 461	case study, 360–362
Carlson Hospitality Worldwide, 443	Cross-functional teams, 157, 158	employee assistance programs, 342–343
Carpal tunnel syndrome, 341	Cross-training, 227–228	healthy worksites, 340–342
Case study group exercises, 242	Cultural intelligence, 451, 457	HR activities in, 12

Employee protection (continued)	international assignments, 458-467	Immigration Reform and Control Act (IRCA),
legal aspects of, 333-340	legal environment for multinational	49, 87
safety programs, 344-350	companies, 49-55	Implicit threats, 356
security programs, 350-359	protocols in foreign countries, 471, 477-483	Incentives, 279–280
wellness programs, 343	reasons for, 442-444	Indirect financial compensation, 283-287
Employee referral systems, 106-107	stages of, 444-447	Individual training, 214-229
Employee Retirement Income Security Act of	use of locals vs. expatriates, 469	additional training approaches, 227-229
1974 (ERISA), 284	Global issues, HR activities impacted by, 12	on-job training process, 214–228
Employee safety programs, 345-347	Good faith, 323	steps in on-job training, 219–226
Employee separation, 319–322	Government, HRM interactions with, 30-32.	Industry constraints (recruitment), 104
Employee turnover, 10-12, 175, 319	See also Legal issues	Inflation, 458
Employee unions, 12, 400. See also Unionization	Gradual changes, 380, 381, 384-386	Information dissemination, 81-82
Employers of choice, 176	Grievance process, 401	Information storage, 82–86
Employment agreement, 128	Grievances, 403	Integrative collective bargaining, 405, 406
Employment Eligibility Verification form, 126	Group training, 229–246	Intercontinental Hotels Group, 443
Employment law, 28–30. See also Legal issues	cost-effectiveness of, 218	Internal customers, 300
Employment status verification, 126	exercises for, 241-243	Internal recruiting searches, 106-108
Empowerment, 14, 382	facilitating sessions, 236–246	International assignments, 458–483
English as a Second Language (ESL) policies, 66	interacting with participants, 238–240	compensation for, 464
Entry-level employees, 105	preparing for, 231–236	follow-up to, 465, 467
Equal Employment Opportunity commission	special issues for, 243–246	HR concerns with, 462
(EEOC), 34–35, 40, 44, 66, 116, 117, 339, 351	supplementing on-job training, 216	managing employees on, 468–483
Equal employment opportunity laws, 15. See also	trainer presentation skills, 236–238	on-job concerns, 464, 465
Legal issues	types of trainees, 240–241	preparation for, 461, 464
Equal Pay Act of 1963 (EPA), 35, 49, 87–88,	ш	selection issues for, 459, 461
323, 324	H	International legal environment, 49–55
Escape clauses, 423	Halo effect, 309	Internet
Ethics, 134, 159–165	Handouts, training, 233–234	job applications via, 116
Evacuation plans, 349	Harassment, 338–340	online training, 199, 207
Exchange rate, 458	Hard copies, 81, 83	Web job postings, 109
Executive committee, 19, 20	Healthcare benefits, 286	Interstate commerce, 33
Executive searches, 112	Health insurance, 284–286	Intrapreneurs, 6, 7
Exempt employees, 276	Healthy work environment, 340–342	Intrinsic rewards, 264–266
Exit interviews, 320, 321	Herzberg, Frederick, 73	Involuntary separation, 320–322
Expatriates, 52-54, 469, 476. See also	Hilton Group PLC, 443	
International assignments	Hire date, 177	J
Expectancy Theory, 73	Hiring, 100–129	Japan, 480–481
Explicit threats, 356	case study, 130–131	Jargon, 183
External customers, 300	job offers, 128–129	Job advertisements, 108-110
External recruiting searches, 108	negligent, 126–127	Job applications, 46, 111–116
Extrinsic rewards, 264–266	policies and procedures, 69-70	Job descriptions, 8, 20–21
	recruitment, 100-112	Job enlargement, 228, 230
F	selection, 112-125	Job enrichment, 228, 230
Fair Labor Standards Act (FLSA), 19, 34, 49,	Hong Kong, protocols for business in, 479-480	Job interviews, 113, 116-121
87-88, 270-272, 274, 276-278, 280, 288	Hooters Restaurants, 36-37	Job offers, 128–129
Family and Medical Leave Act (FMLA), 47-49,	Hospitality industry, 4-7, 378-379	Job rotation, 229, 230
87–88	Hostile work environment, 351-352	Joint ventures, 445
Feedback, 173	Hotel Employees and Restaurant Employees	
Final offer letters, 128	Union (HERE), 34	K
Flip charts, 231, 233	Hourly wages, 278	Korea, 473-474
Foodservices, 4, 5, 442–444	HR policy(ies), 65. See also Policies and	Kuwait, 481
For-profit foodservices, 5	procedures	
401(k) retirement plans, 287	HR procedures, 65. See also Policies and	L
France, 472–473, 479	procedures	Labor contracts, 400, 401
Franchisors, 42	Human resources (HR), 5, 6	Labor costs, 9
Full-service hotels, 231	Human resources activities, 9-14	Labor-intensive organizations, 5
Full-time equivalent employees, 421	external influences on, 11, 12, 369-371	Labor shortages, 10
1 7,,	internal influences on, 11, 13, 14	Labor unions, 33, 36, 400. See also Unionization
G	of managers, 19-21	Language discrimination, 66
Garde-mangers, 69	policies and procedures related to, 68-69.	Layoffs, 42-43, 67
Garnish(ment), 32	See also Policies and procedures	Learning principles, 180–181
Generations in workforce, 411–416	Human resources departments, 9, 11	Lecterns, 231, 233
Generation X, 411–415	Human resources management (HRM), 6	Lectures (group training), 230, 231
Generation Y, 411–415	case study, 23–25	Legal constraints (recruitment), 103
Global expansion, 442–483	employee turnover, 10	Legal issues, 28–57
case study, 484–485	in hospitality and tourism organizations, 7–8,	Age Discrimination in Employment Act of
cultural factors, 448–457	19–21	1967, 38–40
and effective HRM, 447–448	responsibilities of, 8, 9, 19–21. See also Human	Americans with Disabilities Act, 43–46
employee management, 468–483	resources activities	case study, 59–61
expatriate safety and security, 476	resources activities	Civil Right Act of 1964 (Title VII), 33–38
futuristic strategies for, 470	T.	for compensation, 271–275
governmental regulations, 471–475	Ice breakers (training), 236	compliance review of policies and procedure
HR concerns, 471–475	Immigration and Naturalization Service (INS), 102	77–80
111 0011001110, 1/1-1/3	miningration and reaturalization service (1195), 102	, , =00

f 1 1 + 1 202	N 1 124 150	1 (11) 1: 201 202
for condo-hotels, 383	New-employee programs, 134–159	role of HR personnel in, 301–302
contractual obligations of unit managers, 55–57	case study, 166–168	sandwich method for, 224
employment law, 28–30	employee adaptation process, 135–138	Performance-based pay, 279–280
Family and Medical Leave Act, 47–49	employee handbooks, 149–153	Performance-based training, 172
government role in HRM, 30–32	mentoring programs, 153–159	Performance management, 296–327
HR activities impacted by, 12	orientation programs and procedures, 139–149	behavior improvement tactics, 316–319 case study, 328–330
international, 49–55, 468, 471–475 minimum wage, 18	Niche marketing, 370	employee separation, 319–322
with nonvoluntary separation, 322	Nonexempt employees, 276	legal considerations, 323–327
with outsourcing, 424	Nonfinancial compensation, 288–290	performance appraisals, 296–310
performance management and appraisals,	Norris-LaGuardia Act of 1932, 33	progressive discipline, 310–316
323–327	Not-for-profit foodservices, 5	Performance standards, 191, 194, 196
Pregnancy Discrimination Act of 1978, 40-41	r	Permissible collective bargaining items, 406
for recordkeeping, 87–88	0	Personal files, 81, 83
significant labor-related legislation, 32-49	Objective tests, 253	Picketing, 406, 407
training requirements, 176	Occupational Safety and Health Act (OSHA), 49,	Piecework wages, 278
and valuing-diversity efforts, 15	87-88, 176, 224, 333-338, 345	Pitchfork effect, 309
Worker Adjustment and Retraining	Occupational Safety and Health Administration	Pizza Hut, 443
Notification Act, 42–43	(OSHA), 333, 334, 369	Planning
with zero-tolerance policies, 355-356	Offer letters, 128–129	HR activities impacted by, 14
Licenses, employee, 123	Offshoring, 422	strategic, 372–378
Lie detector tests, 30	Off-the-shelf training materials, 177	Plant Closing Act, 42, 49
Limited-service hotels, 231	Older Workers Benefit Protection Act of 1990	Policies and procedures, 13, 64–91
Living wage laws, 273–274	(OWBPA), 39–40	applying advanced technology to, 80–86
Local wage rates, 267, 272–275	On-job training, 214–226	case study, 92–95
Lodging organizations, 4	cost-effectiveness of, 218	for developing staff, 70–71
M	process for, 214–218	development of, 64–65
M McClelland, David, 73	steps in, 219–226	documentation and record keeping for, 86–91
McCormick Place, 408	supplemented with group training, 216 Online training, 199	in employee handbooks, 150–153
McDonald's Corporation, 40, 442, 446, 449	Open-ended questions, 192	fair application of, 67
McGregor, Douglas, 72	Open shops, 405	HR activities impacted by, 13, 14
Management by objectives (MBO), 307	Organizational change, 368–396	and language discrimination, 66
Management by walking around, 253	case study, 397–398	legal compliance review of, 77–80
Management process, 7	continuum of, 379–384	for maintaining staff, 73, 74
Managers, 7, 8	resistance to, 391-396	for motivating staff, 71–73
change management skills for, 388	role of HR in, 384-391	related to HR activities, 68-69
expatriate, 52–54	strategic planning for, 372-378	relationship between, 65
HR activities impacted by, 14	Organizational constraints (recruitment),	for staffing the organization, 69-70
for international assignments, 459	104–105	steps in development of, 74-77
in organizational change, 371	Organizational culture, 448	work procedures, 14
responsibilities of, 19-21	Orientation kit, 143, 144	Position analysis, 191–196
unit, 55–57	Orientation programs and procedures, 139-149	Position constraints (recruitment), 105
Mandatory benefits, 283–284	adaptation vs., 142	Position description, 191, 196
Mandatory collective bargaining items, 406	checklist for, 143–144	Positive discipline, 310
Mandatory union recognition, 404	departmental induction procedures, 146–147	Post-traumatic stress disorder (PTSD), 350
Marriott International Inc., 341	follow-up to, 147–149	PowerPoint overheads, 231, 233, 235–236
Maslow, Abraham, 72	goals of, 140, 143	Practice and demonstration step (on-job
Mediation, 407	legal issues in, 141 Outplacement assistance, 420	training), 223–225
Mentoring programs, 134, 153–159 Merit pay system, 269	Outsourced searches, 112	Pre-employment testing, 122 Pregnancy Discrimination Act of 1978,
Mexico, 474–475, 482	Outsourcing, 422–425	40–41
Minimum wage, 18, 271–272	Overhead transparency projectors, 231, 233	Preparation step (on-job training), 219–221
Mission statement, 140	Overtime pay, 381	Presentation step (on-job training), 222–223
Mode of entry (global expansion), 445	- · · · · · · · · · · · · · · · · · · ·	Pretext/post-test evaluation, 250
Morale, 174, 175	P	Privacy Act, 49
Motivating staff, 71–73	Paid time-off, 286-287	Private employment assistance agencies,
Motivation/hygiene theory, 73	Parking ordinances, 31	110–111
Multigenerational workforce, 411-416	Patissiers, 69	Procedures. See Policies and procedures
Multinational organizations, 445-447. See also	Paydays, 288	Productivity, 10
Global expansion	Pay equity, 269	Professional associations, 431
Mystery shoppers, 253	Pay ranges, 267	Professional development programs, 179
	Payroll deductions, 285	Progressive discipline, 310–316
N	Peer evaluations, 307	Promote-from-within approach, 106
National Labor Relations Act of 1935 (NLRA),	Pension plans, 284	Protected class workers, 323
33, 79, 80, 402	Performance, linking pay to, 268–269	Psychological testing, 122
National Labor Relations Board (NLRB), 404, 410	Performance appraisals, 296–310	Public employment assistance agencies, 110
National Partnership for Women and Families, 48 Needs hierarchy (Maslow), 72	benefits of, 299–300 common methods for, 303–310	Publicity, corporate responsibility and, 165 Public speaking, 237
Needs hierarchy (Masiow), 72 Negative discipline, 310	critical characteristics for, 297–299	r unic speaking, 257
Negligent hiring, 126–127	HR activities in, 12	0
Negligent retention, 127	and job enrichment, 228	Quality (of performance), 194
Nepotism, 107	legal issues with, 323–327	Quid pro quo harassment, 351

R	State civil rights laws, 37	Training handbook (file), 205-206
Railway Labor Act of 1926 (RLA), 33	State minimum wage laws, 272, 273	Training lessons, 202–205
Reasonable accommodation, 44, 46	Strategic planning, 372–378	Training plans, 200–202
Reasonable person standard, 352	Strategies, 371	Training rooms, 231–232
Recordkeeping	Subsidiaries, 445	Transnational organizations, 447
employment applications, 116	Subway Restaurants, 442	Travel and tourism industry, 4-5
information storage, 82-86	Succession planning, 417, 425-429	Turkey, 475
for OSHA, 334-338	Supervisors, 7, 8	Turnover, 319
for policies and procedures, 86-91	Survivors (of downsizing), 421	Turnover rate, 175
Recruitment, 100-112	Suspension, 315	
constraints in, 103-105	SWOT analysis, 374–375	U
HR activities in, 11	_	Underemployed (job status), 228
nonskill issues in, 102, 103	<u>I</u>	Unemployment benefits, 110
from nontraditional markets, 10	Tactics, 371	Unemployment compensation, 31
searches for qualified employees, 105-112	Taft-Hartley Act of 1947, 402	Unemployment rate, 105
tasks in, 100	Targeted outcomes appraisal method, 306–307	Unethical behavior, 159
References, checking, 124–125	Task breakdown, 191, 193–195	Unfair labor practices, 410
Rehabilitation Act of 1973, 35	Task list, 191–193	Unionization, 400–411
Relative standard appraisal method, 305–306	Tasks, 173. See also Human resources activities	case study, 438–439
Reliability (in evaluations), 249, 308–310	Tax laws, 87–88	and collective bargaining process,
Reprimands, 311	Technology issues, 80–86	404–407
Request for Information (RFI), 89	information dissemination, 81–82	contract administration, 407–411
Request for Proposal (RFP), 424	information storage, 82–86	history of, 34, 401–403
Resources, 7	with training, 207	laws enabling, 33
Retirement programs, 287	Terminations	process of, 403–404
Return on investment, from training, 206	discrimination in, 67	reasons for, 401
Revenue, 5	dismissals, 315–316	Union of Needletrades, Industrial, and Textile
Reverse culture shock, 467	involuntary separations, 320–322	Employees (UNITE), 34
"Right-to-know" law, 335	Worker Adjustment and Retraining	Union security arrangements, 404, 405
Right-to-work laws, 404, 405	Notification Act, 42–43	Union shops, 401
Role-play exercises, 241–242	T.G.I. Friday's, 443	Union stewards, 403
Rolling (long-range) plans, 376	Theory X and Theory Y, 72	United States, protocols for business in, 483
Ruby Tuesday, Inc., 443	360-degree appraisals, 307 Three-Need Theory, 73	UNITE HERE, 34
6	Tip credits, 280–281	Unit managers, 55–57
S Sofatry 244, 250	Tip-pooling, 282, 283	Upward assessments, 307
Safety, 344–350	Tips, 270, 280–283	V
crisis management programs, 347–350	Title VII, 33. See also Civil Rights Act of 1964	Vacation time, 52, 53, 386–387
employee safety programs, 345–347	(Title VII)	Validity (in evaluations), 249, 308–310
of expatriates, 476 Salaries, 276–278	Total quality management (TQM), 382	Value-added, 9, 10, 173, 174
Salary surveys, 267–268	Tourism industry, 4–5	Valuing-diversity initiatives, 14–17
Sandwich method (performance appraisal), 224	Traditionalist generation, 411–414	Videos, training, 234
Sarbanes-Oxley Act, 49, 424	Trainees, types of, 240–241	Voluntary benefits, 283–287
Sauciers, 69	Trainers, 186–188, 236–238	Voluntary recognition of unions, 404
Saudi Arabia, 51	Training, 172–180	Voluntary separations, 319–320
Security, 344, 350–359	benefits of, 173–177	Vroom, Victor, 73
of expatriates, 476	case studies, 209–211, 259–261	ricom, riccos, ro
violence prevention, 356–359	defining needs for, 188–191	W
zero-tolerance harassment programs, 350–356	developing plans for, 200–202	Wages, 278–279. See also Compensation
Selection, 101, 112–125	effective trainers for, 186–188	garnishment of, 32
applications, 113–116	evaluation of. See Training evaluation	living wage laws, 273–274
background checks, 122–124	and fundamental learning principles, 180–181	local wage rates, 267, 272–275
employment status verification, 126	group. See Group training	minimum, 18, 271–272
HR activities in, 11	HR activities in, 11	Wagner Act, 33, 49, 402
for international assignments, 459, 461	Individual. See Individual training	Walt Disney, 425
interviews, 113, 116–121	lesson development, 202-205	Warm-body syndrome, 177
pre-employment testing, 122	myths about, 178–180	Web job postings, 109
references, 124–125	objectives for, 196-200	Wellness programs, 343
Seniority, union, 403	obstacles to, 177-178	Wendy's International, 442
Servers, 85	performance-based, 172	Westin Hotels & Resorts, 341
Service charges, 282	policies and procedures for, 70-71	Workers' compensation, 32, 284
Sexual harassment, 35, 36, 339-340, 351-355	position analysis for, 191-196	Worker Adjustment and Retraining Notification
Singapore, 482–483	preparing trainees for, 207–208	Act (WARN), 42–43
Skills tests, 122	principles of training, 181-185	Workforce Management Web site, 248
Smoking areas, 54, 341	steps in formal process for, 188, 189	Work hours, 272
Social (corporate) responsibility, 163-165	training handbook (file), 205-206	Workplace violence prevention, 356-359
Social security program, 283–284	under WARN Act, 42	Work procedures, 14. See also Policies and
Sociocultural factors, 449–450	Training evaluation, 246–258	procedures
Sodexho, 444	anonymity of, 252	Work slowdowns, 406, 407
Staffing, 68-70. See also Hiring	assessment methods for, 252-256	Written warnings, 313-315
Staff specialists, 9, 11	follow-up documentation, 256-258	
Stakeholders, 163	levels of, 248-252	Z
Starwood Hotels & Resorts 370 443	reasons for, 247–248	Zero-tolerance for harassment, 340, 350-356