

Lechmere, Inc. v. NLRB

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Enterprise risk management

Practice of forecasting possible risks to the organization and taking steps to mitigate their impact on operations.

Narrative Review

1. No focused research question
2. No focused searching strategy
3. No clear method of appraisal or synthesis of literature
4. Not easily repeatable

# SHRM

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# 600 HR Flashcards

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Angelo Gonsalves

Cliff Vesting

Cliff vesting is a process where employees receive ownership of all shares of an equity award granted by their company on a specific date (i.e., vesting date), rather than receiving a portion of them gradually.

Right-To-Work

A measure that bans mandatory union membership

Organic organization

Job boundaries are less distinct and fewer levels of decision makers. A more flexible approach to structure and rules

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Workforce analysis

Systematic approach to anticipate human capital needs and data. HR professionals can use this analysis to ensure that appropriate knowledge, skills, and or abilities will be available when needed to accomplish organizational goals and objectives.

Offshoring

Situation in which a company relocated processes or production to an international location by means of subsidiaries or 3rd party affiliates.

Conflict of interest

Situation in which a person or organization has the potential to be influenced by opposing sets of incentives.

Diversity of thought

Concept describing the presence of different types of cognitive processes in a workplace

Point Method

A method of job evaluation that places weight (points) on each of the compensable factors in a job whereby the total points associated with a job establish its relative worth and jobs that fall within a specific range of points fall into a pay grade with an associated wage

Blake-Mouton Managerial Grid

A two-dimensional grid showing leaders' different levels of task-oriented and relation-oriented behavior, which results in particular styles of leadership (task oriented vs relationship oriented).

Fair Credit Reporting Act (FCRA)

U.S act that protects privacy of background information and ensures that information supplied is accurate.

In Basket Exercise

A paper-and-pencil test in which an applicant is given a manager's in-basket containing memos, phone messages, organizational policies, and other communications normally received by and available to managers

Risk

The effect of uncertainty or objectives; outcomes may include opportunities or threats.

Minimum qualification

The statement "must possess a working knowledge of customer security requirements and incident investigation" included in a job description for a security specialist position BEST exemplifies a Minimum Qualification.

Functional HR

HR structure in which headquartered HR specialists craft policies and HR generalists located within divisions or other locales implement the policies, adapt them as needed, and interact with employees.

Protected class

People who are covered under a particular federal or state anti-discrimination law.

Balanced scorecard

Measurement approach that provides an overall picture of an organization's performance as measured against goals in finance, customers, internal business processes, and learning and growth.

Occupational Safety and Health Act (OSHA)

U.S. act that established the first national policy for safety and health and continues to deliver standards that employers must meet to guarantee the health and safety of their employees.

Six Sigma Black Belts

Project Leaders

Differential pay

Pay rates that are affected by where or when an employee works.

Workforce expansion

When a large amount of employees enter an organization within a short amount of time.

Needs assessment

The process of identifying and prioritizing the learning needs of employees

Public comment period

Time allowed for the public to express its views and concerns regarding an action of an administrative agency.

Graded Vesting

The worker must be 20% vested by the 3rd year of service, and the minimum vesting increases another 20% for each year until the worker is 100% vested at year 7

Total Quality Management

A comprehensive approach - led by top management and supported throughout the organization - dedicated to continuous quality improvement, training, and customer satisfaction

Organizational Needs Assessment

Training needs at an organizational level, it defines the KSAs required as the organization prepares for the future.

The three spheres of sustainability

Environmental, social, economic

Value drivers

Actions, processes, or results that are needed to deliver a desired value.

Critical path

Describes the shortest amount of time required to complete a project, taking into account all project task relationships.

Nonexempt employees

Employees covered under U.S. Fair Labor Standards Act regulations, including minimum wage and overtime pay requirements.

Situational Leadership

Telling, selling, participating, delegating by Hersey-Blanchard

Divestiture

Sale by a company of an asset that is not performing well, that is not core to the company's business, or that is worth more as a separate entity.

Promotion Pattern

The % of Internal Promotions

Dedicated HR

HR structure that allows businesses with different strategies in multiple units to apply their own HR expertise to each unit's specific strategic needs.

Project Life Cycle

The management phases of a project which includes, initiation and scope definition; planning; execution, control and coordination; closure, acceptance and support

General pay increase

Pay increase given to employees based on local competitive market requirements

Cost-benefit analysis

Ratio of value created against the cost of creating that value

Lilly Ledbetter Fair Pay Act

U.S. act that creates a rolling time frame for filing wage discrimination claims and expands plaintiff field beyond employee who was discriminated against.

Business case

Presentation to management that establishes that a specific problem exists and argues that the proposed solution is the best way to solve the problem in terms of time, cost efficiency, and probability of success.

Compensation System Design

Job Analysis, Job Documentation, Job Evaluation, and Pay Structure

Conciliation

Method of nonbinding dispute resolution involving a third party who tries to help disputing parties reach a mutually agreed decision

Geocentric Approach

An organization which is seen as a single global business, with management talent coming from any location in the enterprise. The strategic plan is global in orientation, while the need to balance global strategy with local culture and regulations is well understood.

Human Relations

The concept that recognizes that businesses are social organizations as well as economic systems and that productivity is related to employee job satisfaction.

Vroom's expectancy theory

Suggests that people are motivated by the reward they will receive when they succeed and that they weigh the value of the expected reward against the effort required to achieve it.

Absence rate

Ratio of lost days to number of employees

Interpersonal Strategies

Deals with the work relationship between employees. Efforts aimed at clarifying work expectations and norms to prevent misunderstandings or conflicts.

The Foreign Corrupt Practices Act  
(1977)

Makes it illegal for U.S. companies  
to pay/accepted bribes to or from  
foreign officials

Judgmental forecasts

Use of information from past and  
present to predict future conditions.

Faragher v. City of Boca Raton

U.S. court ruling that distinguished  
between supervisor harassment that  
results in tangible employment  
action and supervisor harassment  
that does not result in any tangible  
action.

Non Qualified Plans

Retirement plans that do not meet the requirements of ERISA are known as non-qualified plans. These plans often discriminate in favor of the highly paid employees and often have no vesting prior to retirement age. The contributions paid in by employers are not tax deductible until the employee actually receives the funds.

Introduction Stage

The initial stage of a product life cycle, first appearance in the marketplace when sales start at zero and profits are negative.

Portal-to-Portal Act

U.S. act that defines what is included as hours worked and is therefore compensable and a factor in calculating overtime.

Golden Handshake

A large sum of money paid as compensation to someone who is obliged to leave a job or retire early

Layoffs

Temporary employment separations

Executive Order 11246

Prohibits discrimination on the basis of race, color, national (country of) origin, religion and gender in all federal agencies and organization doing business with the government

Strategic development

Involves translating data to develop a specific strategic plan. Once a plan has been developed, it can be implemented and evaluated.

Flexible Spending Account (FSA)

A monetary account, offered through an employer, into which money is put through payroll deductions, before it is taxed. Funds can be withdrawn for qualifying medical expenses as needed, but the funds must be spent each year

Liabilities

Organization's debts and other financial obligations.

Dashboards

Reporting mechanisms that aggregate and display metrics and key performance indicators.

Assessment centers

Assessment tools that provide candidates a wide range of leadership situations and problem-solving exercises.

Liability

Refers to the duty or responsibility owed by one party to another.

Economic Boycott

Abstaining/avoiding from buying, selling, or using goods from a group or country as a form of protest

Cross-cultural communication

Compares the communication styles and patterns of people from very different cultural/social structures

Essential functions

Primary job duties that a qualified individual must be able to perform, either with or without reasonable accommodation.

Cash flow statement

Statement that shows incoming and outgoing cash in the areas of operations, investments, and financing and remaining cash reserves

Insourcing

Transferring a previously outsourced function back in-house.

Components of employee engagements

Personality characteristic, work environment, and behaviors.

Employment practices liability insurance (EPLI)

Type of liability insurance covering an organization against claims by employees, former employees, and employment candidates alleging that their legal rights in the employment relationship have been violated.

Wage Compression

Situation that occurs when new employees are hired at a pay rate that is greater than the incumbent pay for similar skills, education, and experience. This occurs during periods of high economic growth or when certain skill sets are in high demand.

Monetary Compensation

includes direct payments, such as salary, wages, and bonuses, and indirect payments, such as payments to cover benefits and services.

Open-door policy

Form of dispute resolution that opens the lines of communication within a company

Intercultural wisdom

Capacity to recognize, interpret, and adapt one's behavior to multicultural situations and contexts

Gainsharing

An incentive plan in which employees or customers receive benefits directly as a result of cost-saving measures that they initiate or participate in

Red-Circled Employees

An incumbent (current jobholder) who is paid above the range set for the job.

Risk management

Identification, evaluation, and control of risk that may affect an organization, typically incorporating the use of insurance and other strategies.

Mechanistic organization

Highly specialized, hierarchical, and formal

360 Degree Feedback

A performance appraisal process in which feedback is obtained from the boss, subordinates, peers and coworkers, and the employees themselves

Workweek

Any fixed, recurring period of 168 consecutive hours (7 days time 24 hours = 168 hrs)

Diversity council

Task force created to define a diversity and inclusion initiative and guide the development and implementation process.

Paired Comparison

Process for reducing the impact of bias during performance reviews by using multiple raters.

Job evaluation

Process that determines the value and price of a job in order to place and compare it within an organization as well as attract and retain employees in a competitive environment.

Triple bottom line

Economic, social, and environmental impact metrics used to determine an organization's success.

ADDIE model

Five-step instructional design process that governs the development of learning programs. Analyze, Design, Development, Implementation, and Evaluation.

ADA Amendments Act (ADAAA)

Amendments to U.S. Americans with Disabilities Act covering the definition of individuals regarded as having a disability, mitigating measures, and other rules of construction to guide the analysis of what constitutes a disability.

Title VII of the Civil Rights Act of 1964

Introduced the concepts of protected classes and unlawful practices to American business. Identified five protected classes; race, color, religion, national origin, and sex.

Ethnocentric Approach

An approach to managing international operations in which top management and other key positions are filled by people from the home country. Home staffing policies are replicated in these countries. The creation of a global compensation and benefits strategy that fails to take into account important local differences in culture.

IRS 20 Factor Test

Set of 20 Factors that the IRS uses to determine whether workers are employees or independent contractors.

Risk position

An organization's desired gain or acceptable loss in value.

Applicant tracking software (ATS)

Software that provides an automated way for organizations to manage the recruiting process.

Unitarianism

Belief that employers and employees can act together for their common good.

Workplace management

Ensures all activities need to ensure that the skills, knowledge, abilities, and performance of the workplace meet current and future organizational and individual needs.

Genetic Information  
Nondiscrimination Act (GINA)

U.S act that prohibits  
discrimination against individuals  
on the basis of their genetic  
information in both employment and  
health insurance.

Contingency plan

Protocol that an organization  
implements in the event of a risk  
being identified.

Compa-ratio

Pay rate divided by the midpoint of  
the pay range.

Decentralized organization

Decision making authority is delegated to all levels in the organization, including lower levels.

Prudent person rule

States that an Employee Retirement Income Security Act plan fiduciary has legal and financial obligations not to take more risks when investing employee benefit program funds than a reasonable knowledgeable, prudent investor would under similar circumstances.

Benchmarking

Process that compares performance levels and/or processes of one entity with those of another to identify performance gaps and set goals aimed at improving performance.

Numerical Rating

Is a quantifiable measure of desired performance, and it serves as a target for improvement

Global remittances

Monies sent back home by migrants working in foreign countries.

Dilemma reconciliation

Process of charting a course through cultural differences.

Critical Incidents Examples

Keeping a record of all employees and listing significant successes and failures of each

Corporate value statement

Way for executive team to communicate their standards for how the organization will conduct business.

Collective bargaining

Process by which management and union representatives negotiate the employment conditions for a particular bargaining unit for a designated period of time.

Employment branding

Process of positioning an organization as an "employer of choice" in the labor market.

Omnibus Budget Reconciliation Act (OBRA)

An act passed in 1987 to improve the quality of life for people who live in long-term care facilities by making sure that residents receive a certain standard of care

Moral hazard

Situation in which one party engages in risky behavior knowing that is protected against the risk because another party will incur any resulting loss.

Head count

Number of people on an organization's payroll at a particular moment in time.

Mine Safety and Health Administration (MSHA)

MSHA develops and enforces safety and health rules that apply to all U.S. mines, helps mine operators who have special compliance problems, and makes available technical, educational, and other types of assistance.

Industrial actions

Various forms of collective employee actions taken to protest work conditions or employer action.

Rule of law

Concept that stipulates that no individual is beyond the reach of the law and that authority is exercised only in accordance with written and publicly disclosed laws.

Trait engagement

The inherent personality-based elements that make an individual predisposed to being engaged—a natural curiosity, a desire to be involved, an interest in problem solving.

Porter's Five Forces

New competitors, suppliers, buyers, alternative products available to customers., and the type and level of competition in the industry.

Due diligence

Necessary level of care and attention that is taken to investigate an action before it is taken.

remuneration survey

To collect information on base pay, incentive plans, and the like, an HR professional would use a? Remuneration surveys are used to collect information on prevailing market compensation and benefit practices. This type of survey allows an organization to check its remuneration structures against global and local trends.

Force Distribution Method

Method of performance measurement that assigns a certain percentage of employees to each category in a set of categories

Line of Sight

Concept that states that employees must be able to influence the attainment of a goal and see a direct result of their efforts in order for incentive pay plans to be effective.

NLRA

National Labor Relations Act

Criterion-related validity

The degree to which a test correlates with a direct measure of what the test is designed to measure, such as how well a reading test correlates with a student's actual reading level.

Behavioral Performance Scale

Identifies the actions that should or should not be seen on the job, used mainly for developmental feedback. The first step towards constructing behavioral performance scales is identifying the most important performance factors in an employee's job description.

Authentic leadership

Leadership grounded in an individual's values and principles and focused on empowering others to act.

Mission statement

Statement that specifies what activities an organization intends to pursue and what course management has charted for the future; a concise statement of its strategy.

Auditory learners

People who learn best by relying on their sense of hearing.

Perquisites

Compensation provided on an individual basis in the form of goods or services (e.g., automobiles and mobile devices)

Systems Thinking

Is a way of monitoring the entire system by viewing multiple inputs being processed or transformed to produce outputs while continuously gathering feedback on each element of the system

Pay for Performance (P4P)

Monetary incentives tied to one's results or accomplishments. focuses attention on incentivized behavior. Employers must be able to defend performance appraisal methods and differences in salary increases

Maslow Hierarchy of Needs

1. Biological and Physiological needs - air, food, drink, shelter, warmth, sex, sleep.
2. Safety needs - protection from elements, security, order, law, stability, freedom from fear.
3. Love and belongingness needs - friendship, intimacy, affection and love, - from work group, family, friends, romantic relationships.
4. Esteem needs - achievement, mastery, independence, status, dominance, prestige, self-respect, respect from others.
5. Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.

Strategy

A plan of action for accomplishing an organization's long-term goals.

Trade Adjustment Assistance Program (TAA)

Federal assistance program for workers who become unemployed as a result of increased imports of foreign goods.

Fiduciary Responsibility

Obligation to act in the best interests of of the shareholders by making decisions that benefit the organization over decisions that benefit them personally.

Benchmark job

Key jobs that are well known and understood by most employers. They are generic positions that are common throughout almost all industries and therefore are used for setting wages.

Codetermination

Form of corporate governance that requires a typical management board and a supervisory board and that allows management and employees to participate in strategic decision making.

Disparate treatment

Type of discrimination that occurs when an applicant or employee is treated differently because of his or her membership in a protected class.

Contrast error

Error that occurs when an employee's rating is based on how his or her performance compares to that of another employee rather than objective standards.

Whistleblower

An individual who, without authorization, reveals private or classified information about an organization, usually related to wrongdoing or misconduct.

Database

Data structure that stores organized information (numeric information as well as sound clips, pictures, and videos).

Assignees

Employees who work outside their home countries.

Sustainability

Practices that balance economic, social, and environmental interests to secure the interests of present and future generations.

Labor-Management Relations Act (LMRA)

U.S. act that provides balance of power between union and management by designating certain union activities as unfair labor practices

Workforce planning

Process of analyzing the organization's workforce and determining steps required to prepare for future needs.

Sarbanes-Oxley Act

Federal law that was established in 2002, sweeping auditing and financial regulations for public companies. Lawmakers created the legislation to help protect shareholders, employees and the public from accounting errors and fraudulent financial practices.

Ethical Relativism

A perspective that suggests that there are fundamental principles that apply across cultures

Job specification

A document which outlines the requirements, qualifications, expertise, physical characteristics, etc. for a specified job.

Process alignment

Extent to which underlying operations such as IT, finance, or HR integrate across locations.

Job analysis

Systematic study of jobs to determine what activities (tasks) and responsibilities they include, personal qualifications necessary for performance of the jobs, the conditions under which the work is performed, and the reporting structure.

Secondary Boycott

An illegal action that creates economic pressure on a secondary business, such as a supplier or customer of the primary business, and is thereby designed to create pressure on the primary business.

RACI Matrix

Used to better define roles and responsibilities, R- Responsible, A- Accountable, C- Consult, I- Inform

Employee Polygraph Protection Act  
(EPPA)

U.S. act that generally prevents most private employers from using lie detector tests either for pre-employment screening or during the course of employment, with certain exemptions.

A differential piece rate

When an employee receives a piece rate up to a standard level of performance and then receives an increasingly higher piece rate for additional output

Needs assessment/analysis

Method for obtaining the information necessary to make decisions that will best accomplish an organization's goals.

Delphi method

The Delphi method is a process used to arrive at a group opinion or decision by surveying a panel of experts. Experts respond to several rounds of questionnaires, and the responses are aggregated and shared with the group after each round.

Participative

Emerging trend in management. Encourage workers to participate in decision-making. Uses quality circles; small group of employees who meet regularly to identify and solve problems

Pareto Chart

A bar graph for qualitative data, with the bars arranged in descending order according to frequencies

Chain of command

Line of authority within an organization.

Bona fide occupational qualification  
(BFOQ)

Situation in which religion, sex, or national origin is reasonably necessary to carrying out a particular job function in the normal operations of an organization.

Hazard

Potential for harm, often associated with a condition or activity that, if left uncontrolled, can result in injury or illness.

Decentralization

Best works when need for collaboration within operating units

Blue ocean strategies

Strategies that generate competitive advantage by creating a new marketplace arena in which there are no other competitors.

Burlington Industries, Inc. v.  
Ellerth

U.S. court ruling that distinguished between supervisor harassment that results in tangible employment action and supervisor harassment that does not.

Local responsiveness (LR) strategy

Globalization strategy that emphasizes adapting to the needs of local markets and allows subsidiaries to develop unique products, structures, and systems.

Job description

Written description of a job and its requirements, including tasks, knowledge, skills, abilities, responsibilities, and reporting structure.

Pension Benefit Guaranty Corporation (PBGC)

Set up by U.S. Employee Retirement Income Security Act to ensure payment of benefits in the event that a private-sector defined benefit pension plan terminates due to insufficient funds to pay the benefits.

Environmental scanning

Process that involves a systematic survey and interpretation of relevant data to identify external opportunities and threats and to assess how these factors affect the organization currently and how they are likely to affect the organization in the future.

Labor union

Group of workers who coordinate their activities to achieve common goals in their relationship with an employer or group of employers

Contribution-oriented organization culture

Organization culture which typically provides benefit programs that are linked to organizational performance, which may vary year to year.

3 levels of Organizational Learning

Organizational, Group and Individual

Gender

Refers to the socially constructed system that associates masculinity or femininity to certain roles, behaviors, activities, and attributes.

Sherman Antitrust

Made it illegal to form a trust that interfered with free trade between states or with other countries

Griggs v. Duke Power

U.S. case that recognized adverse impact discrimination.

Work-to-rule

Situation in which workers slow processes by performing tasks exactly to specifications or according to jobs or task descriptions.

Front-back structure

Organizational structure that divides an organization into "front" functions, which focus on customers or market groups, and "back" functions, which design and develop products and services.

Job enlargement

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

Competency-based interview

Type of interview in which the interviewer asks questions related to competencies for the position and asks candidates to provide examples of times they demonstrated these competencies.

Grievance procedure

Orderly way to resolve differences of opinion in regard to a union contract.

Blogs

Broadcast-style communications that enable authors to publish articles, opinions, product or service reviews, etc.

Balance sheet

Statement that reports the financial position of the organization at a specific point in time

Competitive Pay

Attracts qualified job candidates

Key risk indicators (KRIs)

Metrics that provide an early signal of increasing risk exposures in the various areas of an enterprise.

Code of conduct

Principles of conduct within an organization that guide decision making and behavior

Employee life cycle (ELC)

Activities associated with an employee's tenure in an organization.

Culture

Set of beliefs, attitudes, values, and behaviors shared by members of a group and passed down from one generation to the next.

Expectancy theory

The theory that people will be motivated to the extent to which they believe that their efforts will lead to good performance, that good performance will be rewarded, and that they will be offered attractive rewards.

Wildcat strike

Work stoppage at union contract locations that have not been sanctioned by the union.

Equal Employment Opportunity Act

U.S act that amended Title VII and gave the Equal Employment Opportunity Commission authority to implement its administrative findings and conduct its own enforcement litigation.

Horn effect

Type of measurement bias in which the analyst allows one strong point that he or she values highly and overshadow all other information.

Distance learning

Process of delivering educational or instructional programs to locations away from a classroom or site.

Prior Petition Bar

When a union withdraws an election petition before the election takes place.

Contingent Workforce

Those who work in positions that are temporary or freelance or who work as independent contractors

e-Procurement

Use of electronic communications and transaction processing when buying (or contracting for/tendering) supplies and services.

Age Discrimination in Employment Act (ADEA)

U.S. act that prohibits discrimination in the workplace on the basis of age.

Relationship between JOB  
SATISFACTION/JOB  
PERFORMANCE

Other factors such as rewards,  
mediate the relationship between  
satisfaction and performance

Replacement Chart

Lists each important managerial  
position in the organization, who  
occupies it, how long he or she will  
probably remain in the position, and  
who is or will be a qualified  
replacement

Repatriation

Process of reintegrating employees  
back into the home country after an  
assignment; includes adjustment to  
the new job and readjustment to the  
home culture and conditions.

HR audit

Systematic and comprehensive evaluation of an organization's HR policies, practices, procedures, and strategies.

HR Expertise (HR Knowledge)

The knowledge of principles, practices, and functions of effective human resource management.

Employment Brand

Process of positioning an organization as an "employer of choice" in the labor market.

Line functions

Functions in an organization, such as operations and sales

SMART goals

Specific, Measurable, Achievable, Relevant, Time bound

Total Reward

Encompass not only compensation and benefits, but also personal and professional growth opportunities and a motivating work environment that includes recognition, job design, and work-life balance

Cultural determinism

A perspective that basically absolves individuals of any responsibility for their actions. Global HR professionals will often hear from managers in other countries that something cannot be done because of the local culture. This may call for further discussion about the supposed obstacles.

Intrinsic motivation

Desire to do things because they matter, because we like it, because they're interesting, or because they are part of something important.

Green-circle rates

Situations in which an employee's pay is below the minimum of the range.

Behavioral interview

Type of interview that focuses on how applicants previously handled real situations.

Ethical Practice competency

The ability to integrate core values, integrity, and accountability throughout all organizational and business practices.

Risk scorecard

Tool used to gather individual assessments of various characteristics of risk (e.g. frequency of occurrence, degree of impact/loss/gain for the organization, degree of efficacy of current controls).

Zero-based budgeting

A budgeting approach in which each department starts from zero every year and must justify every item in the budget, rather than simply adjusting the previous year's budget amounts

Severance Packages

Packages are most typically offered for employees who are laid off or retire.

Patient Protection and Affordable Care Act (PPACA)

2010 law that requires virtually all citizens and legal residents of the U.S. to have minimum health coverage and requires employers with more than 50 full-time employees to provide health coverage that meets minimum benefit specifications.

Halo effect

Type of measurement bias in which analyst allows one strong point that he or she values highly and that works in subject's favor to overshadow all other information.

Six Sigma

A set of techniques and tools for quality process improvement.

Geographic structure

Organizational structure in which geographic regions define the organizational chart.

Civil Rights Act of 1991

U.S. act that expands the possible damage awards available to victims of intentional discrimination to include compensatory and punitive damages

Market-based job evaluation

A Job evaluation tool that uses pay survey data to identify the relative value of jobs based on what other employers pay for similar jobs. The relative worth of different jobs is based on their going rate in the marketplace.

Consolidated Omnibus Budget Reconciliation Act (COBRA)

U.S. act that provides individuals and dependents who may lose medical coverage with opportunity to pay to continue coverage.

Reduction in Force (RIF)

Termination of employment of individual employees and groups of employees for reasons other than performance, for example, economic necessity or restructuring; also known as downsizing.

Accession Rate

Accession Rate = # New employees  
divided by total # of employees

Departmentalization

The way an organization groups jobs to coordinate work.

Pivotal

Crucial, Key, Vital

Multinational enterprise (MNE)

Organization that owns or controls production or services facilities in one or more countries other than the home country.

General Duty Clause

Statement in U.S. Occupational Safety and Health Act that requires employers subject to OSHA to provide employees with a safe and healthy work environment.

Career development

Process by which employees progress through a series of stages in their careers, each of which is characterized by relatively unique issues, themes, and tasks.

Information management (IM)

Use of technology to collect, process, and condense information with a goal of efficient management of information as an organizational resource.

The Fifth Discipline on Learning Organizations

Organizations that can deliberately and strategically create their markets through self-development

Employee Assistance

A work-based intervention program designed to identify and assist employees in resolving personal problems that may be adversely affecting the employee's performance. Financial planning, legal assistance, and tuition assistance programs are just a few examples of types of employee assistance offered.

Trend and ratio

Use of statistics to determine whether relationships exist between two variables.

Employee Retirement Income Security Act (ERISA)

U.S. act that established uniform minimum standards for employer-sponsored retirement and health and welfare benefit programs.

Job specifications

Written statements of the necessary qualifications for the job incumbent.

Stakeholders

All those affected by an organization's social, environmental, and economic impact, these include shareholders, employees, customers, suppliers, regulators, and local communities.

6 Codes of Ethical and Professional Standards

Professional Development, Professional Responsible, Ethical Leadership, Fairness and Justice, Conflict and Interest, and Used of Information,

Bill

A proposal presented to a legislative body for possible enactment as a statute.

Corporate restructuring

Looks at individual units in the organization to reduce or eliminate redundancy or bureaucratic process in order to reduce costs and increase production.

Individual Retirement Account  
(IRA)

An account in which an individual may set aside earned income in a tax-deferred savings plan for his or her retirement. There are two types of IRAs, traditional and Roth, each with its own qualifications and rules governing contributions and withdrawals.

Corporate Social Responsibilities  
(CSR)

Recognition of the impact a corporation has on the lives of its stakeholders and the environment. CSR policy functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and national or international norms.

Big data

High-volume, high-velocity, and high-variety information assets that require innovative forms of information processing for enhanced insight and decision making.

Comparable worth

Concept that states that jobs requiring comparable skills, effort, responsibility, and working conditions filled primarily by women should have the same job classification and salary as similar jobs filled by men.

Shareholders

Owners of a corporation who elect the board of directors and vote on fundamental changes in the corporation

Learning organization

Organization characterized by a capability to adapt to changes in environment.

Lechmere, Inc. v NLRB

1992 case in which the U.S. Supreme Court rules that an employer cannot be compelled to allow non-employee organizers onto the business property.

Knowledge-of-predictor effect

Occurs when an interviewer is aware that a candidate has scored particularly high or low on an assessment test and allows this to affect the hiring decision.

Vesting

Process by which a retirement benefit becomes nonforfeitable.

Governance

System of rules and processes an organization puts in place to ensure its compliance with local and international laws, accounting rules, ethical norms, and its own codes of conduct.

Pivotal talent pool

This is the talent with the critical skill sets needed to succeed in your company's pivotal roles. Figuring out what it takes to attract and hire the talent needed for pivotal roles can improve business performance and influence the long-term success of your organization.

Process-related performance problem

Impractical or outdated procedure are examples of process-related problem.

Scatter diagram

Quality tool that shows possible relationships between two variables. (e.g. Trend and Ratio). To determine if there is a relationship between years of experience and income level

Entitlement-oriented culture

A culture of entitlement means that your employees arrogantly believe that they deserve a certain level of unreasonable privileges. This belief is often built on the incorrect assumption that the current level of success of the organization is because of the work of the current generation of employees.

Vision statement

Vivid, guiding image of an organization's desired future, the future it hopes to attain through its strategy.

Independent contractors

Self-employed individuals hired on a contract basis for specialized services.

Hybrid structure

Organizational structure that mixes elements of the functional, product, and geographic structures.

Talent management

Development and integration of HR processes that attract, develop, engage, and retain the knowledge, skills, or abilities of employees that will meet current and future business needs.

High involvement employee

Employee involvement strategies that allow employees to participate in managing the organization.

Centralized organization

An organization in which the decision-making authority is concentrated at higher levels in the organization

Taft-Hartley Act

Act that provides balance of power between union and management by designating certain union activities as unfair labor practices; also known as Labor-Management Relations Act (LMRA)

Uniform Guidelines on Employee Selection Procedures

Procedural document designed to assist employers in complying with federal regulations prohibiting discrimination.

External equity

Situation in which an organization's compensation levels and benefits are similar to those of other organizations that are in the same labor market and compete for the same employees.

Golden Handcuffs

Used to refer to benefits, typically deferred payments, provided by an employer to discourage an employee from taking employment elsewhere.

Last Hired First Fired

Seniority-based procedure used as a selection criteria for the purpose of laying-off staff.

Incentives or premiums

Payments in return for the achievement of specific, time-limited, targeted objectives; often calculated as a percentage of base salary and paid as lump sums or as ongoing payments

Transformational leadership

Leadership based on vision and strategy and focused on challenging and developing organizational members in order to attain long-term results.

Matrix Structure

An organization structure that creates dual lines of authority and combines functional and product departmentalization. (Dual Chain of Command)

Groupware

Umbrella term for specialized collaborative software applications.

Competency- based pay

Strategic compensation plan which fosters acquisition of knowledge and skills and enhances employees' performance, satisfaction, and self-efficacy

SWOT analysis

Process for assessing an organization's strategic capabilities in comparison to strengths, weaknesses, opportunities, and threats identified during environmental scanning.

DMAIC

A six-sigma process: Define, Measure, Analyze, Improve, and Control.

Multiple linear regression

Measures the relationship between several variables to forecast another.

Flat-rate pay

Provides each incumbent of a job with the same rate of pay, regardless of performance or seniority

Compensation

All financial returns (beyond any benefits payments or services), including salary and allowances.

On the job training

Training that takes place in the work setting as employees perform their job tasks (Most common type of training)

Center of excellence (COE)

HR structural alternative established as an independent department that provides services within a focused area to internal clients.

Rater Pattern Error

When one supervisor interprets performance standards differently from another supervisor, a rater pattern error is most likely to occur

Acquisition

When one organization purchases or trades stock to gain controlling interest in another.

Immigration Reform and Control Act (IRCA)

U.S. act that prohibits discrimination against job applicants based on national origin or citizenship

Davis Bacon Act

Established the requirement for paying prevailing wages on public works projects. All federal government construction contracts, and most contracts for federally assisted construction over \$2,000, must include provisions for paying workers on-site no less than the locally prevailing wages and benefits paid on similar projects.

Unemployment Insurance

A joint state-federal program under which state-administered funds are used to pay a weekly benefit for a limited time to eligible workers when they are involuntarily unemployed.

Risk control

An action taken to manage a risk.

Due process

Concept that laws are enforced only through accepted, codified procedures.

Competencies

Clusters of highly interrelated attributes, including knowledge, skills, or abilities (KSA) that give rise to the behaviors needed to perform a given job effectively.

Dodd Frank Wall Street Reform and Consumer

Promotes financial reform to increase accountability and transparency in the financial industry, protects consumers from fraud.

National Labor Relations Act  
(NLRA)

This law also known as the Wagner Act. Established National Labor Relations Board; protected the rights of most workers in the private sector to organize labor unions, to engage in collective bargaining, and to take part in strikes and other forms of concerted activity in support of their demands.

Job Identification

Job Title, department location, approvals, and reporting.

Benefit needs assessment

The purpose of a needs assessment is to decide on a benefits package that will match the overall organizational strategies , support the organization's mission an vision and meet employee needs

Key performance indicators (KPIs)

Quantifiable measures of performance used to gauge progress toward strategic objectives or agreed standards of performance.

FMLA

The Family and Medical Leave Act of 1993 allows employees to take time off from work for family or medical reasons. The FMLA requires employers that have 50 or more employees to provide employees with up to 12 weeks of unpaid family or medical leave during any 12-month period. (30 days advance notice must be given to employer)

Pay Compression

Occurs when there is only a small difference in pay between employees regardless of their skills, experience, or seniority; also known as salary compression.

Glass Ceiling

The invisible barrier that prevents women and minorities from advancing to the top jobs in organizations.

Selection Rate

The number hired applicants divided by the total number of applicants

Career management

Preparing, implementing, and monitoring employees' career paths, with a primary focus on the goals and needs of the organization.

Recruitment interface

Line manager typically determines qualifications and anticipates needs.

Action plan

Breaks down the tactical goal into steps to be taken by an individual, a team, or an operating group to accomplish the tactical goal.

Compliance

Being in accordance with all national, federal, regional, or local laws, regulations, and government authority requirements for all the nations in which an organization operates.

Pension Protection Act

The Pension Protection Act sought to protect retirement accounts and hold companies that underfunded existing pension accounts accountable. The legislation makes it easier to enroll employees into their 401(k) plan.

Force-field analysis

Type of analysis in which factors that can influence an outcome in either a negative or positive manner are listed and then assigned weights to indicate their relative impact on the business.

Trade union

Group of workers who coordinate their activities to achieve common goals in their relationship with an employer or group of employers; also called labor union.

Accounts receivable

Money an organization's customers owe the organization.

Reverse innovation

Innovations created for or by emerging-economy markets and then imported to developed-economy markets.

Americans with Disabilities Act (ADA)

U.S. act that prohibits discrimination against a qualified individual with a disability because of his/her disability.

Ledbetter v. Goodyear Tire &  
Rubber Co.

2007 case in which the U.S. Supreme Court ruled that claims of sex discrimination in pay under Title VII were not timely because discrimination charges were not filed with the EEOC within the required 180-day time frame.

Dispute Resolution

Generally, refers to one of several different processes used to resolve disputes between parties, including negotiation, mediation, arbitration, collaborative law, and litigation.

Metrics

Performance parameters based on the relationship between 2 or more measures.

<p>Net profit margin</p>	<p>Ratio of net income (gross sales minus expenses and taxes) to net sales.</p>
<p>Progressive Discipline</p>	<p>A formal discipline process in which the consequences become more serious if the employee repeats the offense.</p>
<p>Strategic planning</p>	<p>The process of setting goals and designing a path toward a competitive position.</p>

<p>Divestitures</p>	<p>A company asset such as a product line is sold or somehow disposed of.</p>
<p>Blended learning</p>	<p>Planned approach to learning that includes a combination of instructor-led training, self-directed study, and/or on-the-job training.</p>
<p>Constructive Confrontation</p>	<p>Both parties meet with an objective third party to explore their perceptions and feelings. The desired outcome is to produce a mutual understanding of the issues and to create a win-win situation.</p>

<p>Affirmative Action</p>	<p>A policy in educational admissions or job hiring that gives special attention or compensatory treatment to traditionally disadvantaged groups to overcome present effects of past discrimination.</p>
<p>Line units</p>	<p>Work groups that conduct majority of the business</p>
<p>Cloud computing</p>	<p>Style of computing in which scalable IT-enabled capabilities are delivered as a service using Internet technologies.</p>

<p>Corporate responsibility</p>	<p>Business behavior that is focused on building external strategic relationships</p>
<p>Global Integration (GI) strategy</p>	<p>Globalization strategy that emphasizes consistency of approach, standardization of processes, and a common corporate culture across global operations.</p>
<p>Software as a service (SaaS)</p>	<p>Software that is owned, delivered, and managed remotely and delivered over the Internet to contracted customers on a pay-for-use basis or as a subscription based on use metrics.</p>

<p>Genetic information nondiscrimination act (2008)</p>	<p>Prohibits employers from unlawfully discriminating against employees or their family based on their genetic information.</p>
<p>Hostile environment harassment</p>	<p>Occurs when sexual or other discriminatory conduct is so severe and pervasive that it interferes with an individual's performance or perpetuates a situation that affects the employee's psychological well-being.</p>
<p>Incentive pay</p>	<p>Form of direct compensation where employers pay for performance beyond normal expectations to motivate higher performance.</p>

<p>Polycentric approach,</p>	<p>All subsidiaries are generally treated as its own entity and local compensation and benefits policies, programs, and practices are more likely implemented.</p>
<p>Simple Linear Regression</p>	<p>Measures the relationship between one variable against another</p>
<p>Job enrichment</p>	<p>Increasing the depth of a job by adding responsibilities such as planning, organizing, tracking, and completing reports.</p>

<p>Mental Models</p>	<p>The degree to which team members have a shared understanding of important aspects of the team and its task</p>
<p>Merger/acquisition (M&amp;A)</p>	<p>Combination of 2 separate firms either by their joining together as relative equals (merger) or by one acquiring the other (acquisition).</p>
<p>Cash Balance Plan</p>	<p>Retirement plan in which the employer sets up an individual account for each employee and contributes a percentage of the employee's salary; the account earns interest at a predefined rate</p>

<p>Cognitive Behavioral Therapy</p>	<p>A popular integrated therapy that combines cognitive therapy (changing self-defeating thinking) with behavior therapy (changing behavior)</p>
<p>Bias</p>	<p>Occurs when an appraiser's values, beliefs, or prejudices distort performance ratings.</p>
<p>4 Stages of team formation</p>	<ol style="list-style-type: none"><li>1. Forming,</li><li>2. Storming,</li><li>3. Norming,</li><li>4. Performing,</li></ol>

<p>Sample return</p>	<p>A measurable outcome as a result of a developed initiative. (e.g., An average value of increased production)</p>
<p>Job classification</p>	<p>Job evaluation method in which descriptions are written for each class of jobs</p>
<p>Strictness</p>	<p>Error that occurs when an appraiser believes standards are too low and inflates the standards to make them meaningful.</p>

<p>Theory Z Management</p>	<p>Focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job.</p>
<p>Cost-of-living adjustment (COLA)</p>	<p>Pay adjustment given to eligible employees regardless of performance or organizational profitability</p>
<p>Civil Rights Act of 1964</p>	<p>First comprehensive U.S. law making it unlawful to discriminate based on race, color, religion, sex, or national origin.</p>

<p>Delphi technique</p>	<p>Forecasting technique that progressively collects information from a group without physically assembling the contributors.</p>
<p>Constructive discipline</p>	<p>Form of corrective discipline that implements increasingly severe penalties for employees</p>
<p>Ethnocentrism</p>	<p>The belief that one's group is of central importance and a tendency to judge the practices of other groups by one's own cultural standards.</p>

<p>Designing an OED Intervention</p>	<p>Requires determining the target audience's readiness for the upcoming change. (Managers input is a way to diagnose their readiness and obtaining commitment. )</p>
<p>Aging</p>	<p>The process of adjusting salary data to keep pace with market movement. This practice includes adjusting outdated salary survey data and making it current.</p>
<p>Broadbanding</p>	<p>Combining several salary grades or job classifications with narrow pay ranges into one band with a wider salary spread.</p>

<p>Pay Strategies</p>	<p>Compares an organization to other organizations that share its industry, occupation, or location</p>
<p>Pay survey</p>	<p>Collection of data on compensation rates for workers performing similar jobs in other organizations.</p>
<p>Assets</p>	<p>Financial, physical, and sometimes intangible properties an organization owns.</p>

<p>Tactical goals</p>	<p>Describes what needs to be accomplished to achieve the strategy</p>
<p>Incremental Budgeting</p>	<p>Allocates increased or decreased funds to a department by using the last budget period as a reference point; only incremental changes in the budget request are reviewed</p>
<p>Globalization</p>	<p>Growing interconnectedness and interdependency of countries, people, and companies.</p>

<p>Veto</p>	<p>Action of rejecting a bill or statute.</p>
<p>Salary Compression</p>	<p>When new hires are paid nearly the same as more experienced employees</p>
<p>Knowledge management (KM)</p>	<p>Process of creating, acquiring, sharing, and managing knowledge to augment individual and organizational performance.</p>

<p>Six Sigma Green Belts</p>	<p>Employees (Project team members)</p>
<p>Occupational Safety and Health Administration (OSHA)</p>	<p>U.S. agency that administers and enforces the Occupational Safety and Health Act of 1970.</p>
<p>Rabbi Trust</p>	<p>A form of employee benefit in which an employer establishes a trust to provide nonqualified deferred compensation to certain key employees. Employer contributions are not taxable as income to the employee at the time of contribution. The name "rabbi" originated because the first plan of this type reviewed by the IRS concerned a trust established for a rabbi.</p>

<p>Formalization</p>	<p>Refers to the extent to which rules, policies, and procedures govern the behavior of employees in an organization.</p>
<p>Matrix Organizational Structure</p>	<p>Two parallel organizational structures exist at the same time.</p>
<p>Hr strategic planning</p>	<p>Involves the activities necessary for developing, implementing and managing the strategic direction required to achieve organizational success.</p>

<p>Cultural Barriers</p>	<p>Cultures working against diffusion, certain innovations, ideas, or practices that are not acceptable or adoptable in particular cultures because of prevailing attitudes/belief system.</p>
<p>Money Purchase Plan</p>	<p>A type of defined contribution plan in which the employer makes fixed, regular contributions for participants, usually a percentage of total pay; employees may also make voluntary contributions. At retirement, the accumulated funds are used to provide annuities or lump-sum distributions</p>
<p>Compliance program</p>	<p>System for ensuring that policies and procedures addressing issues identified in the code of conduct are presented to and understood and acted on by everyone in the organization and for evaluating the results of those efforts.</p>

<p>McNamara-O'Hara Service Contract Act</p>	<p>It requires contractors and subcontractors performing services on prime contracts in excess of \$2,500 to pay service employees in various classes no less than the wage rates and fringe benefits found prevailing in the locality.</p>
<p>Cross-training</p>	<p>The use of a variety of exercise techniques and types to improve overall performance.</p>
<p>Jurisdiction</p>	<p>Right of a legal body to exert authority over a given geographical territory, subject matter, or persons or institutions.</p>

<p>Value chain</p>	<p>The process by which an organization creates the product or service it offers to the customer.</p>
<p>Social movement unionism</p>	<p>Type of union activity that focuses on social topics such as antidiscrimination, environmental actions, and HIV/AIDS treatment and prevention.</p>
<p>State engagement</p>	<p>Facet of employee engagement that is influenced by workplace conditions or practices (e.g., task variety, opportunities to participate in work decisions) that can be improved through organizational interventions directly under management's control.</p>

Co-sourcing	Situation in which an enterprise outsources only one part of a function, often collocating it at the organization's workplace.
Onboarding	<ol style="list-style-type: none"><li>1. Teach the new employee about his/her role in terms of task and socialization.</li><li>2. Integrate the new employee into the organizational culture and norms that are established.</li><li>3. Build relationships and create a sense of acceptance for the new employee.</li></ol>
Discretionary effort	Employee engagement, how committed employees are to their work

<p>Strategic management</p>	<p>The actions that leaders take to move their organization toward the organization goals and create value for all stakeholders.</p>
<p>Affinity diagramming</p>	<p>Data sorting technique in which a group categorizes and subcategorizes data until relationships are clearly drawn.</p>
<p>Age Discrimination in Employment Act</p>	<p>1967 law that prohibits discrimination of employees 40 years and up.</p>

<p>Trend and Ratio Analysis</p>	<p>Use of statistics to determine whether relationships exist between two variables.</p>
<p>Primary Boycott</p>	<p>When a union encourages both its member and the general public not to buy the products from firm in a labor dispute</p>
<p>Leadership</p>	<p>Ability of an individual to influence a group or another individual toward the achievement of goals and results.</p>

<p>Leadership development</p>	<p>Training and professional development programs targeted to assist management and executive-level employees in developing the skills, abilities, and flexibility required to deal with a variety of situations.</p>
<p>Hay System</p>	<p>A job evaluation method that involves evaluating a worker's job knowledge, problem solving abilities, accountability as compensable factors. A point system that is linked to job characteristics and it is used to determine the minimum salary requirements.</p>
<p>Excess Deferral</p>	<p>The amount of an employee's deferred compensation that exceeds the IRS's annual contribution limit.</p>

<p>Central tendency error</p>	<p>Error that occurs when an appraiser rates all employees within a narrow range, regardless of differences in actual performance.</p>
<p>Nontaxable Indirect Compensation</p>	<p>Employee discounts on employer goods or services</p>
<p>Rehabilitation act of 1973</p>	<p>Prohibits employment discrimination against individuals with disabilities in the federal sector.</p>

<p>Employee resource group (ERG)</p>	<p>Voluntary group for employees who share a particular diversity dimension (race, religion, ethnicity, sexual orientation, etc.)</p>
<p>Golden Parachute</p>	<p>A large payment or other financial compensation guaranteed to a company executive should the executive be dismissed because of a merger or takeover.</p>
<p>Domestic partners</p>	<p>Unmarried couples, of the same or opposite sex, who live together and seek economic and noneconomic benefits comparable to those granted to their married counterparts.</p>

<p>Totalization agreements</p>	<p>Bilateral agreements entered by many countries to eliminate double taxation for individuals on international assignments.</p>
<p>Regulation</p>	<p>A rule or order issues by an administrative agency; often has the force of law.</p>
<p>NLRB v. Weingarten</p>	<p>Landmark 1975 U.S. labor relations case the dealt with the right of a unionized employee to have another person present during certain investigatory interviews.</p>

<p>Stakeholders concept</p>	<p>An organization affects and is affected by complex interests.</p>
<p>Diversity</p>	<p>Differences in characteristics of people</p>
<p>Walsh-Healey Public Contract</p>	<p>A 1936 law that requires minimum wage and working conditions for employees working on any government contract amounting to more than \$10,000</p>

<p>Enterprise resource planning (ERP)</p>	<p>Business management software, usually a suite of integrated applications, that a company can use to collect, store, manage and interpret data from many business activities.</p>
<p>Behaviorally Anchored Rating Scale</p>	<p>Evaluations system that uses narrative description, incident reporting, &amp; measurable ratings. Score is based on descriptive information as well as quantitative measurement, feedback is specific &amp; objective.</p>
<p>Leading indicator</p>	<p>Type of metric that describes an activity that can change future performance and indicate higher degree of success in achieving strategic goals.</p>

<p>Accounts receivable</p>	<p>Money an organization's customers owe the organization.</p>
<p>Disability</p>	<p>Physical or mental impairment that substantially limits major life activities.</p>
<p>The nominal group technique</p>	<p>Involves structured rules for generating and prioritizing ideas.</p>

<p>Balanced Score Card</p>	<p>Control system combining four sets of performance measures financial, customer, business process, and learning and growth</p>
<p>Hot Cargo Clause</p>	<p>A clause in a union contract that permits employees to refuse to handle or work on goods shipped from a struck plant or to perform services benefiting an employer listed on a union unfair list.</p>
<p>Classification Method</p>	<p>Method of job evaluation that identifies benchmark positions, places them in salary grades, and then matches positions with similar knowledge, skills, and abilities (KSAs) and slots them into the same grade.</p>

<p>Primary Research Methods examples</p>	<p>Attitude Surveys, questionnaires, interviews, and experiment.</p>
<p>Lagging indicator</p>	<p>Type of metric that describes an activity that has already occurred.</p>
<p>Human resource information system (HRIS)</p>	<p>Systematic tool for gathering, storing, maintaining, retrieving, and revising HR data.</p>

<p>Employees</p>	<p>Individuals who exchange work for wages or salary</p>
<p>Activity based budgeting</p>	<p>Budgeting approach that focuses on the budgeted cost of the activities necessary to produce &amp; sell products &amp; services</p>
<p>Older Workers Benefit Protection Act (OWBPA)</p>	<p>U.S. act that amended the Age Discrimination in Employment Act to include all employee benefits; also provided standards that an employee's waiver of the right to sue for age discrimination must meet to be upheld by a court.</p>

<p>Residual risk</p>	<p>Amount of uncertainty that remains after all risk management efforts have been exhausted.</p>
<p>Critical evaluation competency</p>	<p>The ability to interpret information with which to make business decisions and recommendations.</p>
<p>Health Insurance Portability and Accountability Act (HIPAA)</p>	<p>An act that protects health insurance coverage for workers and their families when they change jobs. It prohibits health benefit discrimination toward employees based on pre-existing health conditions. It also protects patient information.</p>

<p>First-impression error</p>	<p>Type of measurement bias in which the investigator makes snap judgments and lets the first impression (either positive or negative) cloud subsequent evaluation.</p>
<p>Leniency errors</p>	<p>Errors that are the result of appraisers who don't want to give low scores.</p>
<p>Total rewards</p>	<p>Encompasses direct and indirect remuneration approaches that employers use to attract, recognize, and retain workers.</p>

<p>Competitive advantage</p>	<p>A set of unique features of a company and its products that are perceived by the target market as significant and superior to those of the competition.</p>
<p>Alternative dispute resolution (ADR)</p>	<p>Umbrella term used to describe several problem-solving and grievance resolution approaches.</p>
<p>Consumer Credit Protection Act</p>	<p>Requires the clear explanation of consumer credit costs and garnishment procedures (taking wages or property by legal means) and prohibiting overly high-priced credit transactions</p>

<p>Civil law</p>	<p>Legal system based on written codes (laws, rules, or regulations).</p>
<p>Disparate impact</p>	<p>Type of discrimination that results when a neutral policy has a discriminatory effect</p>
<p>Common Situs Picketing</p>	<p>Employers often share the building with other employees. Hence picketing at a location like this interfere with the ability of secondary businesses to operate, unions must ensure that picket signs clearly state the name of the business they are striking against and, where possible, restrict picketing to an entrance that is used only by the primary employer.</p>

<p>Job rotation</p>	<p>Movement between different jobs.</p>
<p>KSA</p>	<p>Knowledge, skills, or abilities needed to effectively perform a job.</p>
<p>Overtime pay</p>	<p>Required for nonexempt workers under U.S. Fair Labor Standards Act at 1.5 time the regular rate of pay for hrs. worked over 40 hrs. in a workweek.</p>

<p>Amendment</p>	<p>Modification of the U.S. Constitution or a U.S. law.</p>
<p>Apprenticeship</p>	<p>An arrangement in which an employee learns an art, trade, or job under another more senior employee</p>
<p>Ranking Method</p>	<p>When conducting performance-appraisals, comparison appraisal is a method in which a manager lists employees from the highest to the lowest performer using a ranking method.</p>

<p>Gender identity</p>	<p>Refers to one's internal, personal sense of being a man or a woman (or boy or girl), which may or may not be the same as one's sexual assignment at birth.</p>
<p>Fair Labor Standards Act (FLSA)</p>	<p>U.S act that establishes minimum wage, overtime pay, youth employment, and record-keeping standards affecting full-time and part-time workers in the private sector and in federal, state, and local governments.</p>
<p>HR's strategic responsibilities</p>	<ol style="list-style-type: none"><li>1- Participating in creating the organization's business strategy</li><li>2- aligning the HR strategy with the organization's strategy</li><li>3- Supporting other functions in their strategic roles</li></ol>

<p>National Institute for Occupational Safety and Health (NIOSH)</p>	<p>Federal agency responsible for conducting research and making recommendations for the prevention of work-related injury and illness</p>
<p>Kinesthetic learners</p>	<p>People who learn best through a hands-on approach</p>
<p>Quid pro quo harassment</p>	<p>Type of sexual harassment that occurs when an employee is forced to choose between giving in to a superior's sexual demands and forfeiting an economic benefit such as a pay increase, a promotion, or continuous employment.</p>

<p>Data Mining</p>	<p>The process of analyzing data to extract information not offered by the raw data alone</p>
<p>Equal Employment Opportunity (EEO)</p>	<p>The condition in which all individuals have an equal chance for employment, regardless of their race, color, religion, sex, age, disability, or national origin</p>
<p>Business Continuity Plan</p>	<p>A plan for how an organization will recover and restore partially or completely interrupted critical function(s) within a predetermined time after a disaster or extended disruption</p>

<p>Vicarious liability</p>	<p>Legal doctrine under which a party can be held liable for the wrongful actions of another party.</p>
<p>Staff units</p>	<p>Work groups that assist line units by providing specialized services, such as HR.</p>
<p>Reengineering</p>	<p>Involves looking at the entire organization to simplify or eliminate unnecessary processes with the goal of increasing customer satisfaction through improvements in efficiency.</p>

Ethics	Set of behavioral guidelines by which all directors, managers, and employees of an organization are expected to behave to ensure appropriate moral and ethical business standards, typically beyond the letter of the law.
Cultural noise	Type of measurement bias in which one fails to pay attention what others are saying or believe in , but can only focus on what they themselves want to hear based on their own culture and values.
Content validity	The extent to which a test samples the behavior that needs evaluation (such as a driving test that samples driving tasks)

<p>The first step in the job analysis process entails</p>	<p>Deciding how the organization will use the information collected</p>
<p>Extrinsic Rewards</p>	<p>Non-monetary rewards where self-esteem comes from others such as form recognition for a job well done.</p>
<p>Theory X Management</p>	<p>Assumes employees are inherently lazy and will avoid work so the management believes that workers need to be closely supervised</p>

<p>Business intelligence</p>	<p>Ability to gather and analyze data from inside and outside the organization so that information is available for decision makers.</p>
<p>Sit-down strike</p>	<p>Refusal by workers to work; also, refusal by workers to leave their workstations, making it impossible for the employer to use replacement workers.</p>
<p>Replacement charts</p>	<p>Graphically shows current jobholders, possible successors, and each successor's readiness to assume the job</p>

<p>Unfair labor practices (ULP)</p>	<p>Violation of rights under labor-relations statutes.</p>
<p>Employee surveys</p>	<p>Instruments used to collect and assess employee perceptions about the work environment.</p>
<p>Encryption</p>	<p>Conversion of data into a format that protects or hides its natural presentation or intended meaning.</p>

<p>Wagner Act</p>	<p>A 1935 act that upheld the right of industrial workers to join unions and established the National Labor Relations Board (NLRB), a federal agency with the authority to protect workers from employer coercion and to guarantee collective bargaining.</p>
<p>Emotional intelligence (EI)</p>	<p>Quality of being sensitive to and understanding of one's own and others' emotions and the ability to manage one's own emotions and impulses.</p>
<p>Behavioral engagement</p>	<p>Facet of employee engagement evident in the effort employees put into their jobs, which leads to greater value, creating higher performance than from their less-engaged counterparts.</p>

<p>Global mindset</p>	<p>Ability to take an international, multidimensional perspective that is inclusive of other cultures, perspectives, and views.</p>
<p>Tort</p>	<p>Describes an action that injures someone.</p>
<p>Training Needs Analysis</p>	<p>A three-step process of organizational, task, and person analysis; required to develop a systematic understanding of where training is needed, what needs to be taught or trained, and who will be trained</p>

<p>Communication competency</p>	<p>The ability to effectively exchange information with stakeholders.</p>
<p>Low-context culture</p>	<p>Society in which people tend to not beat around the bush. They will speak right to the point when they need to share their opinion.</p>
<p>Outplacement</p>	<p>Systematic process by which a laid-off or terminated employee is counseled in the techniques of career self-appraisal and in securing a new job that is appropriate to his or her talents and needs.</p>

<p>Extraterritoriality</p>	<p>Extension of the power of a country's laws over its citizens outside that country's sovereign national boundaries.</p>
<p>Core competencies</p>	<p>Values, beliefs and behavior which set organizations apart from the competition.</p>
<p>Organizational culture</p>	<p>The basic beliefs and customs shared by members of an organization that contribute to an organization's sense of its identity.</p>

<p>Construct Validity</p>	<p>Consistency between a high score on a test and high level of a construct such as intelligence or leadership ability, as well as between mastery of this construct and successful performance of the job</p>
<p>Vietnam Era Veterans Readjustment Assistance Act (VEVRAA)(VEVRAA)</p>	<p>Requires federal government contractors and subcontractors to take affirmative action to employ and advance in employment specified categories of veterans protected by the Act and prohibits discrimination against such veterans.</p>
<p>Cross-Functional</p>	<p>Involves purchasing, engineering, supplier quality assurance, the supplier, and other related functions working together as one team, early on, to achieve mutual goals</p>

<p>Griggs v Duke Power</p>	<p>U.S. case that recognized adverse impact discrimination.</p>
<p>Intellectual property (IP)</p>	<p>Ownership of innovation by an individual or business enterprise</p>
<p>Diversity dimensions</p>	<p>Framework for understanding the range and complexity of diversity also known as identity group.</p>

<p>Database management system (DBMS)</p>	<p>Variety of software applications that electronically manage stored data.</p>
<p>Job Documentation</p>	<p>Creates job description and job specifications</p>
<p>PCAOB (Public Company Accounting Oversight Board)</p>	<p>An Act created by Congress in 2002 to set auditing standards. All public accounting firms must register with the board and are subject to periodic inspections to ensure their compliance with audit standards.</p>

<p>National origin</p>	<p>Refers to the country (including those that no longer exist) of one's birth or of one's ancestors' birth.</p>
<p>Gross profit margin</p>	<p>Ratio of gross profit to net sales.</p>
<p>Worker Adjustment and Retraining Notification (WARN) Act</p>	<p>U.S. act that requires some employers to give a minimum of 60 days' notice if a plant is to close or if mass layoffs will occur.</p>

<p>Risk assessment</p>	<p>To give organizations the information they need to develop an efficient and effective program that manages strategic and operational risk across the organization</p>
<p>Patient Protections and Affordable Care Act (PPACA)</p>	<p>2010 U.S. law that requires virtually all citizens and legal residents to have minimum health coverage and requires employers with more than 50 full-time employees to provide health coverage that meets minimum benefit specifications or pay a penalty.</p>
<p>Strategic fit</p>	<p>A state in which an organization's strategy is consistent with its external opportunities and circumstances and its internal structure, resources, and capabilities.</p>

<p>Occupational injury</p>	<p>Injury that results from a work-related accident or exposure involving a single incident in the work environment.</p>
<p>Learning management system (LMS)</p>	<p>System that holds course content information and has the capability of tracking and managing employee course registrations, career development, and other employee development activities.</p>
<p>Turnover</p>	<p>Annualized formula that tracks number of separations and total number of workforce employees per month.</p>

<p>Taft-Harley Act</p>	<p>Gives states the right to pass right-to-work laws. These right-to-work laws prohibit employers from establishing union membership as a condition of employment- (Considered Pro Management)</p>
<p>Family and Medical Leave Act (FMLA)</p>	<p>U.S act that provides employees with up to 12 weeks of unpaid leave to care for family members or because of a serious health condition of the employee.</p>
<p>The Bell Curve</p>	<p>On a graph of the frequency of some variable, a curve that first rises and then falls and thus forms a symmetric bell-shaped curve</p>

<p>WARN act</p>	<p>Requires employers to provide 60 days' notice when 500 employees or 33% of the workforce are laid off, and it requires the number to be counted over a period of 90 days.</p>
<p>Path Goal Theory</p>	<p>A contingency model of leadership proposing that leaders can motivate subordinates by identifying their desired outcomes, rewarding them for high performance and the attainment of work goals</p>
<p>Leveling</p>	<p>Adjusts salaries when surveyed jobs are similar but not identical to jobs in the organization.</p>

<p>Identity alignment</p>	<p>Extent to which diversity is embraced in management of people, products/services, and branding.</p>
<p>Equity</p>	<p>Amount of owners' or shareholders' portion of a business.</p>
<p>Risk tolerance</p>	<p>Amount of uncertainty an organization is willing to pursue or to accept to attain its risk management goals.</p>

<p>Principal-agent problem</p>	<p>Situation in which an agent (e.g. an employee) make decisions for a principal (e.g. an employer) potentially on the basis of personal incentives that may not be aligned with the agent's incentives.</p>
<p>Ethical universalism</p>	<p>Concept that argues that there are fundamental ethical principles that apply across cultures.</p>
<p>Sarbanes-Oxley Act (SOX)</p>	<p>Regulations passed by Congress to reduce unethical corporate behavior.</p>

<p>Business acumen</p>	<p>Spans the perspectives within the organization and includes awareness of the organization's environment</p>
<p>Theory x and Theory y</p>	<p>Douglas McGregor: Theory X managers believe employees inherently dislike work and therefore must be directed into performing it. Theory Y managers assume employees can view work as being as natural as play, and therefore average person can learn to accept, and even seek responsibility.</p>
<p>Global and Cultural Effectiveness competency</p>	<p>The ability to value and to consider the perspectives and backgrounds of all parties in global business.</p>

<p>Maturity Stage</p>	<p>A company is in the process of establishing formal compensation policies and practices. The product life cycle stage in which sales peak and then increase at a slower rate or start to decline</p>
<p>Work/life programs</p>	<p>Work/life programs help employees balance the demands of their work and home life. Emergency child-care programs, job sharing, and limits on overtime</p>
<p>Employment at-will</p>	<p>Principle of employment in the U.S. that employers have the right to hire, fire, demote, and promote whomever they choose for any reason unless there is a law or contract to the contrary and employees have the right to quit a job at any time.</p>

<p>The Delphi technique</p>	<p>Involves generating decision-making alternatives through a series of survey questionnaires.</p>
<p>Yield Ratios</p>	<p>Reflects the percentage of job candidates at the beginning of a step in the recruiting/selection process who move on to the next step in the process.</p>
<p>Gap analysis</p>	<p>Compares the objective to the current situation and results in a list of people, actions, or items needed to attain the objective.</p>

<p>E-learning</p>	<p>Delivery of training and educational materials, processes, and programs via the use of electronic media.</p>
<p>Return to Work Program</p>	<p>Designed to facilitate the earliest possible return of injured workers to the workplace, to perform meaningful, productive work within their physical capabilities. It may be referred to as Modified Duty, Light Duty, Limited Duty, Alternate Duty, Restricted Duty, or Transitional Work.</p>
<p>Phillips v. Martin Marietta Corporation</p>	<p>1971 U.S. case that stated than an employer may not, in the absence of business necessity, refuse to hire women with preschool aged children while hiring men with such children.</p>

<p>High-context culture</p>	<p>Society in which people are vaguer in their interactions and tend to soften the message with pleasantries prior to sharing their opinion. A conservative culture.</p>
<p>ADDIE</p>	<p>Analysis Design Development Implementation Evaluation</p>
<p>Cooling Off Period</p>	<p>A mandatory 60 days' notice before a strike can commence</p>

<p>Exempt employees</p>	<p>Employees who are excluded from U.S. Fair Labor Standards Act minimum wage and overtime pay requirements.</p>
<p>Behavior Modeling</p>	<p>A training method in which trainees are presented with a model that demonstrates key behaviors to replicate and provides them with the opportunity to practice those key behaviors.</p>
<p>Employee engagement</p>	<p>Employee engagement is the emotional commitment the employee has to the organization and its goals.</p>

<p>Weakest tool for predicting an applicant's job performance</p>	<p>Interview</p>
<p>Fishbone Diagram</p>	<p>Is used to map out a list of factors that affect a problem or desired outcome</p>
<p>Risk appetite</p>	<p>Amount of risk the organization or function is willing to pursue or accept to attain its goals.</p>

<p>Benefits</p>	<p>Payments or services provided to employees to cover issues such as retirement, health care, sick pay/disability schemes, life insurance, and paid time off.</p>
<p>Gamification</p>	<p>Selective use of game design and game mechanics to drive employee engagement in non-gaming business scenarios.</p>
<p>Internal equity</p>	<p>Situation in which employees feel that performance or job differences result in corresponding differences in rewards that are fair.</p>

<p>Collective bargaining agreement</p>	<p>Agreement or contract negotiated through collective bargaining process.</p>
<p>Organizational development</p>	<p>Approach to organizational change in which the employees themselves formulate the change that is required and implement it, often with the assistance of a trained consultant.</p>
<p>Consultation competency</p>	<p>The ability to provide guidance to organizational stakeholders.</p>

<p>Sarbanes Oxley Act</p>	<p>Federal legislation passed in 2002 that sets higher ethical standards for public corporations and accounting firms. Key provisions limit conflict-of-interest issues and require financial officers and CEOs to certify the validity of their financial statements.</p>
<p>Uniformed Services Employment and Reemployment Rights Act (USERRA)</p>	<p>U.S. act that protects the employment reemployment, and retention rights of persons who serve or have served in the uniformed services.</p>
<p>Productivity-based</p>	<p>System ties pay to the volume of the work performed by the individual. Works best where the emphasis is on quantity of work and outputs are accurately measured. This system may sacrifice quality without careful supervision.</p>

<p>Restricted Stock</p>	<p>Stock that was not registered under the Securities Act of 1933. Stock purchased through a company's stock option plan, or a private placement will be unregistered. The purchaser will sign a letter agreeing that the purchase is for investment and not a short-swing profit.</p>
<p>Trend analysis</p>	<p>Statistical method that studies the way in which a variable may change over time.</p>
<p>Yellow Dog Contract</p>	<p>A contract between a worker and an employer in which the worker agrees not to remain in or join a union.</p>

<p>Weingarten rights</p>	<p>Union employees' right in U.S. to have a union representative or coworker present during an investigatory interview.</p>
<p>Valid</p>	<p>Accurate. For a test to be reliable it also needs to be valid</p>
<p>Hawthorne Studies</p>	<p>Reveals that Environmental factors are less important than social interaction among co-workers and between supervisors and employees.</p>

<p>EEO-1 Report</p>	<p>An employer information report that must be filed annually by employers of 100 or more employees (except state and local government employers) and government contractors and subcontractors to determine an employer's workforce composition</p>
<p>Federal Registrar</p>	<p>Daily publication for rules, proposals, and notices of federal agencies to give the public an opportunity to comment on proposals.</p>
<p>Incentives</p>	<p>Payments in return for the achievement of specific, time-limited, targeted objectives.</p>

<p>Co-employment</p>	<p>Situation in which an organization shares responsibility and liability for their alternative workers with an alternative staffing supplier</p>
<p>Redeployment</p>	<p>Process by which an organization moves an employee out of an international assignment; can involve moving back to the home country, moving to a different global location, or moving to a new location or position in the current host country.</p>
<p>Summary Plan Description (SPD)</p>	<p>A legal document required by ERISA for each welfare benefit plan offered by an employer. If a plan is amended or modified within a 5 year period, a new SPD must be distributed to participants. If there is no change, the original SPD must be distributed to plan participants every 10 years.</p>

<p>Occupational illness</p>	<p>Medical condition or disorder, other than one resulting from an occupational injury, caused by exposure to environmental factors associated with employment.</p>
<p>Lockout</p>	<p>A situation that occurs when management prevents workers from returning to work until they agree to a new contract</p>
<p>Zipper Clause</p>	<p>Also known as totality of agreement. Agreement between two disputing parties to a collective-bargaining agreement (CBA) that the contract is the entire agreement between them and that anything not in it is not part of the agreement. The purpose of this clause is to prevent reopening of negotiations during the term of the contract.</p>

<p>A foreign service or mobility premium</p>	<p>An incentive which is one payment made before the transfer and another made upon repatriation. The purpose of mobility premiums is to provide an incentive for the employee to move to another country and encourage the assignee to return home.</p>
<p>Income statement</p>	<p>Statement that reports revenues, expenses, and net income (profit) for a specified period.</p>
<p>Principled Bargaining</p>	<p>Negotiating strategy characterized by parties who are more interested in solving a problem than they are in winning a position. The parties remain open to looking at problems in new ways and brainstorming for ideas and often come up with an agreement that solves the original problem in a way that was not originally contemplated by either side.</p>

<p>Physician Hospital Organization</p>	<p>A coalition of physicians and a hospital contracting with large employers, insurance carriers, and other benefits groups to provide discounted health services</p>
<p>Hacking</p>	<p>Act of deliberately accessing a computer without permission.</p>
<p>Arbitration</p>	<p>Procedure in which disputes are submitted to one or more impartial persons for final determination.</p>

<p>Value</p>	<p>The benefit created when an organization meets its strategic goals.</p>
<p>PEST analysis</p>	<p>Used to scan the political, economic, social and technological conditions in the external environment to determine what impact those conditions will have on the success of the organization.</p>
<p>Transformational leaders</p>	<p>Inspiring people to transcend self-interest to work for a collective vision.</p>

<p>An Ombudsperson</p>	<p>Is a neutral party with limited powers and cannot therefore negotiate for one party. It can investigate, the dispute, establish facts, and refer the matter, along with the evidence to the management.</p>
<p>Drug-Free Workplace Act</p>	<p>U.S. law that requires federal contractors with contracts of \$100,000 or more as well as recipients of grants from federal government to certify they are maintaining a drug-free workplace.</p>
<p>Inclusion</p>	<p>The practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups.</p>

<p>Pregnancy Discrimination Act</p>	<p>U.S. act that prohibits discrimination on the basis of pregnancy, childbirth, or related medical conditions.</p>
<p>Kurt Lewin's Change Process</p>	<p>Unfreezing - Changing - Refreezing</p>
<p>Common law</p>	<p>Legal system in which each case is considered in terms of how it relates to legal decisions that have already been made</p>

<p>Dual career ladders</p>	<p>Career development programs that identify meaningful career paths for professional and technical people outside traditional management roles.</p>
<p>Constructive Discharge</p>	<p>A termination of employment brought about by making an employee's working conditions so intolerable that the employee reasonably feels compelled to leave.</p>
<p>Environmental scan</p>	<p>Provides the framework for collecting information about factors relevant to the decision-making process and can help make decisions that take advantage of existing opportunities.</p>

<p>Piece-rate Systems</p>	<p>Systems that reward employees based on the number of units produced</p>
<p>Organizational Structure</p>	<p>The Method by which workflows through an organization. It allows groups to work together within their individual functions to manage tasks.</p>
<p>Transactional engagement</p>	<p>Employees appear engaged, for example, by working longer hours and even responding as such in engagement surveys, but do not actually feel or think in an engaged way.</p>

<p>Programmed Inspections</p>	<p>Inspections aimed at specific high hazard industries. Industries are selected for inspection on the basis of injury incidence rates, previous citation history, employee exposure to toxic substances, or random selection</p>
<p>Scenario/what-if analysis</p>	<p>Statistical method used to test the possible effects of altering the details of a strategy to see if the likely outcome can be improved.</p>
<p>Developmental activities</p>	<p>Activities that focus on preparing employees for future responsibilities while increasing their capacity to perform their current jobs.</p>

<p>Focus group</p>	<p>Small group (normally six to twelve) invited to actively participate in a structured discussion with a facilitator.</p>
<p>Job-content-based job evaluation</p>	<p>Job evaluation method in which the relative worth and pay structure of different jobs are based on an assessment of their content and their relationship to other jobs within the organization.</p>
<p>Works council</p>	<p>Groups that represent employees, generally on a local or firm level; primary purpose is to receive from employers and to convey to employee's information that might affect the workforce and the health of the enterprise.</p>

<p>Growth Stage</p>	<p>The second stage of the product life cycle when sales typically grow at an increasing rate, many competitors enter the market, large companies may start to acquire small pioneering firms, and profits are healthy</p>
<p>Golden Life Jacket</p>	<p>Offered to Executives of a company being acquired to ensure they remain with the new firm.</p>
<p>Andragogy</p>	<p>Study of how adults learn.</p>

<p>Equal Pay Act (EPA)</p>	<p>U.S. act that prohibits wage discrimination by requiring equal pay for equal or "substantially equal" work.</p>
<p>Fair and Accurate Credit Transactions Act (FACT Act)</p>	<p>U.S act that provides some relief to employers using third parties to conduct workplace investigations.</p>
<p>Duty of care</p>	<p>Principle that organizations should take all steps that are reasonably possible to ensure the health, safety, and well-being of employees and protect them from foreseeable injury.</p>

<p>Time to fill</p>	<p>Measures the number of days from job requisition approval to new hire start date. It assesses the efficiency and productivity of the recruiting function.</p>
<p>Diversity Training</p>	<p>Training meant to facilitate intercultural communication and collaboration</p>
<p>HR Engagement Strategy</p>	<p>HR creates strategies to achieve goals aligned with the organization's strategy. e.g. Total rewards, talent acquisition, CSR, diversity and inclusion, and employee engagement.</p>

<p>Labor-Management Reporting and Disclosure Act (LMRDA)</p>	<p>U.S. act that protects the rights of union members from corrupt or discriminatory labor unions</p>
<p>Career planning</p>	<p>Actions and activities that individuals perform in order to give direction to their work lives.</p>
<p>Job ranking</p>	<p>Job evaluation method that involves establishing a hierarchy of jobs from lowest to highest based on each job's overall value to the organization.</p>

<p>Plateau Learning Curve</p>	<p>Begins with a rapid increase in knowledge that levels off after a period of time, and no additional progress occurs for an extended period of time.</p>
<p>The Americans with Disabilities Act (ADA)</p>	<p>Applies to employers with 15 or more employees, and regulates employment practices including record keeping and retention related to qualified individuals with a disability.</p>
<p>Seamless Organization</p>	<p>Organization in which horizontal networks connect people, and functions enhance creativity and communication.</p>

<p>Joint employment</p>	<p>Situation in which an organization shares responsibility and liability for their alternative workers with an alternative staffing supplier</p>
<p>Organizational Development (OD)</p>	<p>Is a complex strategy intended to change the beliefs, attitudes, values, culture and structure of organizations so that they can better adapt to new technologies, markets, and challenges. Organizational Development methods are employed to improve Organizational Effectiveness (OE).</p>
<p>Succession planning</p>	<p>A talent management strategy to help identify and foster the development of high-potential employees.</p>

<p>Effective management and employee engagement</p>	<p>Manager behavior is pivotal to both employee engagement and well-being. Managers facilitate engagement when they show gratitude, amplify accomplishments, and communicate well and often, with emphasis on positive feedback.</p>
<p>Workforce reduction or RIF</p>	<p>Used to decrease expenses by reducing size of workforce</p>
<p>Cultural relativism</p>	<p>Concept that argues that ethical behavior is determined by local culture, laws, and business practices.</p>

<p>Ishikawa Diagrams</p>	<p>Also called fishbone diagrams, herringbone diagrams, cause-and-effect diagrams, or Fishikawa, are causal diagrams that show the causes of a specific event</p>
<p>Tactical Accountability Measures</p>	<p>Job Satisfaction, Organizational Commitment and Involvement, Training Cost per Employee, Cost per Hire, Turnover and Retention, Absenteeism and sick leave use/frequency, Grievance Rates, Terminations</p>
<p>Scanlon Plan</p>	<p>Employee receive bonus if the ratio of labor costs to the sales value of production is below a set standard. The basic premise underlying this plan is that efficiency depends on teamwork and cooperation.</p>

<p>Retention</p>	<p>The ability to retain talented employees in the organization. Organizations aspire to keep high performance individuals by taking strategic actions to keep them motivated and focused so they elect to stay with the organization.</p>
<p>Functional structure</p>	<p>Organizational structure in which departments are defined by the services they contribute to the organization's overall mission, such as marketing and sales, operations, and HR.</p>
<p>Disaster Recovery Plan</p>	<p>Guidelines and procedures to be used by an organization for the recovery of business operations when lost due to disasters such as earthquakes, fires, tornadoes, floods, hurricanes, terrorism, or epidemics.</p>

<p>Theory Y Management</p>	<p>Assumes that, given challenge and freedom, workers are motivated and driven to enhance their competence and creativity.</p>
<p>Strategic Formulation</p>	<p>Gathers Information. The development of a set of corporate, business, and functional strategies that allow an organization to accomplish its mission and achieve its goals</p>
<p>Organizational values</p>	<p>Beliefs that are important to an organization and often dictate employee behavior.</p>

<p>Training Evaluation</p>	<p>Reaction, Learning, Behavior, Results</p>
<p>Sympathy strike</p>	<p>Action taken in support of another union that is striking against the employer.</p>
<p>Brain drain</p>	<p>Exit of educated and skilled citizens from emerging and developing countries for better-paying jobs in developed countries.</p>

<p>Job competencies</p>	<p>Degree, training, and certifications required for a position. Knowledge, skills, and abilities (KSAs) and other personal characteristics that work together to produce outstanding performance in a given area of responsibility.</p>
<p>Health Maintenance Organization</p>	<p>Organization contracted by individuals or insurance companies to provide health care for a yearly fee. Such network health plans limit the choice of doctors and treatments. More than half of Americans are enrolled in health maintenance organizations or similar programs.</p>
<p>Green-Circled Employees</p>	<p>Employees who are paid below the range set for a job</p>

<p>Office of Federal Contract Compliance Programs (OFCCP)</p>	<p>Ensures that employers doing business with the federal government comply with the nondiscrimination and affirmative action laws.</p>
<p>Statutory Benefit</p>	<p>Which include Social Security, Unemployment Compensation, and Workers' Compensation.</p>
<p>National Defense Authorization Acts (NDAA)</p>	<p>U.S. acts that expanded FMLA leave for employees with family members who are covered members of the military.</p>

<p>Free Application for Federal Student Aid (FAFSA)</p>	<p>Federal Student Aid, a part of the U.S. Department of Education, is the largest provider of student financial aid in the nation, provides grants, loans, and work-study funds for college or career school.</p>
<p>Span of control</p>	<p>Refers to the number of individuals who report to a supervisor.</p>
<p>Recognition Picketing</p>	<p>Picketing to pressure or coerce and employer to recognize a union as a bargaining agent for the employees. Recognition picketing is subject to certain restrictions under the amendments to the NLRA.</p>

<p>Target Benefit Plan</p>	<ul style="list-style-type: none"><li>• Combines DC and DB plan features.</li><li>• Employee still bears investment risk</li><li>• Employer makes annual contributions</li><li>• Amounts are actuarially allocated based upon participant's age and compensation</li><li>• Plan allows older employees to accumulate wealth faster</li></ul>
<p>Accounts payable</p>	<p>Money an organization owes its vendors and suppliers.</p>
<p>Compensation and benefits</p>	<p>Encompasses direct and indirect remuneration approaches that employer's use to attract, recognize, and retain employees.</p>