Index

Note to the reader: Throughout this index boldfaced page numbers indicate primary discussions of a topic. Italicized page numbers indicate illustrations.

A
ability to pay, 312
absenteeism, 413, 424
acquisition, 124
ad hoc arbitrator, 416
adams, j. stacey, 36
ADDIE model, 252
administrative exemption, 303
administrative law, legislative and regulatory processes, 132–133
administrative law courts, 133
administrative law judge (ALJ), 423
adult learning processes and styles, 32–34, 448
adverse impact, 183–184
advice of counsel, employment contracts, 203
affiliation acquired needs theory, 36
candidate selection interviews, 189
Affirmative Action Plans (AAPs), 50, 166–168, 215
age, candidate selection interviews, 189
Age Discrimination in Employment Act of 1967 (ADEA), 64–66, 154–156, 183, 546
agency shop clause, collective bargaining agreement, 433
Agricultura, Georgius, 458
Alderfer, clayton, 37
all-hands meeting, 29, 403
ally doctrine, 435
alter ego doctrine, 435
Alternative dispute resolution (ADR), 415
alternative staffing methods, 172–174
alumni employees, external recruitment, 182
American Arbitration Association (AAA), 415–416
American Institute of Certified Public Accountants (AICPA), 105
American Jobs Creation Act, 357
American Society for Personnel Administration (ASPA), 3
Americans with Disabilities Act (ADA), 64, 65, 156–158, 247, 549
drug testing, 202, 499
risk management, 486–487
analyze, Six Sigma, 241
andragogy, 32–33
annual reports, Employee Retirement Income Security Act of 1974, 345
annual reviews, base pay, 322–324
annual summary, Occupational Safety and Health Administration, 466
anti-harassment policy, minorities, 44
applicant tracking system (ATS), 50, 51, 130, 184
approvals, job description, 63
aptitude tests, 192
arbitration, 415–416, 434
arousal stress level, 476
arrest record, candidate selection interviews, 189
ASPA Accreditation Institute (AAI), 3–4
assessment centers, 192
assessment of others, performance appraisal, 269
assets, 85, 88. See also specific types
personal use of, 137
Association of Certified Fraud Examiners, 139
association test questions, 15
asynchronous training, 261
at-will employment, 32, 202, 387–389
audited financial statements, 85
auditory learners, 33, 256
Aureolus, Philippus, 458
authoritarian leaders, 42
authorization cards, unions, 425
Automobile Workers v. Johnson Controls, Inc., 475, 548
autonomy, 247
availability, Affirmative Action Plans, 167
average bias, 190
avian influenza (H5N1), 478–479
awareness program, Drug-Free Workplace Act of 1988, 457

B
back wages, 305–306
bad attitude, 414
balance sheet, 84–85
balanced scorecard, 141
banquet-style seating, 263
base pay, 307, 322–324
Bates v. United Parcel Service, 553
behavior evaluation method, 267
behavioral anchored rating scale (BARS), 271–272
behavioral interviews, 188
behavioral theories, leadership, 39
belonging, 288
benefit accrual requirements, Employee Retirement Income Security Act of 1974, 347
benefits, 6, 215, 325–375, 397, 451
books, 570
communication, 369
globalization, 376
health, 357–360
involuntary, 327–330
metrics, 375–376
philosophy, 288–291
professional associations, 570
voluntary, 343–364
benefits and expense requirements, employment contracts, 203
benefits as percent of operating expenses, 376
bereavement leave, 361
best practices, knowledge management, 234
bias, interviews, 190–192
binding arbitration, 415, 434
biological health hazards, 478–479, 503
black belt, Six Sigma, 242
Black Lung Benefits Act of 1969 (BLBA), 494, 547
Blake, Robert R., 40
Blake-Mouton managerial grid, 40
Blanchard, Kenneth, 40–41
blended learning, 262
blood-borne pathogens, Occupational Safety and Health Administration, 481
board of directors (BOD), 134, 135
executive compensation, 370, 374–375
Sarbanes-Oxley Act of 2002, 487–488
body of knowledge (BOK), 7–8
functional areas, 5–7
human resource development, 228
Workforce Planning and Employment, 149
bona fide occupational qualifications (BFOQs), 153, 155, 188
bonuses, 314–315
books
benefits, 570
business management and strategy, 567
compensation, 570
employee and labor relations, 570–571
human resource development, 569
risk management, 571–572
workforce planning and employment, 568
bottom-up budgeting, 87
bottom-up communication, 28–29
boycotts, 435–436
breaks, 300
Brooks, Randal, 454
Brown & Williamson Tobacco Corporation, 140
brown-bag lunches, 29, 403
Buckingham, Marcus, 106
budget, 85, 86–87
needs assessment and analysis, 26
strategic planning, 115
total rewards, 292–293
Bureau of Labor Statistics (BLS), 176, 318, 474, 544
Burgess, Guy, 418
Burgess, Heidi, 418
Burlington Industries v. Ellerth, 392, 551
Burlington Northern Santa Fe Railway Co. v. White, 553
Bus Ride, 262
Bush, George W., 160, 205, 357
business cases, 59–60
business continuity planning (BCP), 449, 484–485, 501–504
business environment, strategic planning, 111
business impact measures, 59, 141, 216, 277
compensation and benefits, 375–376
Employee and Labor Relations, 438–439
risk management, 508
business management and strategy, 6, 97–147
books, 567
corporate governance, 133–140
globalization, 142
metrics, 141–142
organizations, 99–108
professional associations, 567
strategic management, 119–131
strategy, 108–118
business process outsource (BPO), 121
business process reengineering (BPR), 60

C

cafeteria plans, 364
call-back pay, 310
candidate selection
interviews, 187–192
pre-employment inquiries, 196–202
test, 192–196
tools, staffing plan, 185–202
capacity, production/operations, 103
capital budget, 87
career development, 248
stress, 477
career portfolio, 246
Carlyle, Thomas, 39
case law, 543–563. See also specific cases
case study, 260
Where the Green Glass Grows, 535–541
cash-balance plans (CBPs), 354–355
cause and effect test questions, 15
cause-and-effect diagram, 238, 239
cell phone cameras, monitoring, 505
central tendency, 57, 190
centralized organization, 119
certification, 1–22
job specifications, 62
levels, 8–10
medical, 339–340
requirements, 10–11
test, 12–22
change agents, 233
change management, 60–61, 124–127, 231–233
change of control, 204
change process theory, 232
check sheets, 237, 237
checklists, performance appraisal, 271
chemical health hazards, 474
chevron-style seating, 264
chief executive officer (CEO), 109, 135, 370, 372–373
chief financial officer (CFO), 135, 482
child labor, 304
child support, 366, 367
childcare, 362–363
childcare discrimination, 455
Circuit City Stores v. Adams, 552, 563
citizenship, 190
civil money penalty (CMP), 306
Civil Rights Act of 1964, 64, 152–154, 390
Civil Rights Act of 1991, 154, 158–160, 549
Civil Service Commission (CSC), 183
Civil Service Reform Act, 548
classification method, compensation, 317
classroom training, 261
classroom-style seating, 263
Clayton Act, 419, 544
clock vesting, 346
closed shop clause, collective bargaining agreement, 433
closing, project life cycle, 43
closing conference,
Occupational Safety and Health Administration inspection, 469
coaching, 42, 249–250
code of conduct, 135
code of ethics, 135
Code of Federal Regulations (CFR), 479
code of practice, 135
code of professional standards, 135
coercion, 421, 422
Coffman, Curt, 106
cognitive ability test (CAT), 193
collective bargaining, 431–437
collective bargaining agreement (CBA), 334, 433–434
colleges, external recruitment, 182
commissions, 314
commissioned surveys, compensation, 318
committees, 401
common situs picketing, 437
common-law doctrines, 386–389, 399–400
communication, 28–29
benefits, 369
change management, 232
compensation, 369
Employee and Labor Relations, 402–403
human capital management plan, 117
individual incentives, 312
job applicants, 185
job specifications, 63
professional, core knowledge requirements, 30
communication strategy, 28
community of practice (CoP), 234–235
community sites, external recruitment, 181
comp time, 299
company websites, external recruitment, 182
compensable worth, 320
compa-ratio, 322
comparison methods, performance appraisal, 270
compensable factors, 316
compensable time, 298
compensation, 6, 287–325, 295. See also pay administration, 315–316, 320–322
books, 570
chief executive officer, 135
chief financial officer, 135
communication, 369
deferred, 353–357
employment contracts, 203
executive, 369–375
federal employment legislation, 296–307
globalization, 376
knowledge, skills, and abilities, 294
labor market, 294–295
mergers and acquisitions, 125
metrics, 375–376
nontraditional pay structures, 324–325
outsourcing, 368
performance-based philosophy, 290
philosophy, 288–291
professional associations, 570
records, 215
risk identification, 451
strategy, 291–292
taxes, 295
career strategies, 299
traditional pay programs, 315–324
types, 307–315
Uniformed Services Employment and Reemployment Rights Act, 397
compensation as percent of operating expenses, 376
compensation-based methodology, 367
Competitive Strategy: Techniques for Analyzing Industries and Competitors (Porter), 81
Compliance Safety and Health Officer (CSHO), 467–469
compressed workweeks, 407
compulsory arbitration, 415
computer-related compensation, 303–304
computer-based test (CBT), 50
computer-based training (CBT), 261, 262
concurrent validity, 196
counseling, 136
confidential information, 47, 496
counselor, 260
counselor training, 264
coordination methods, 260
Arbitration, 41
confidentiality, 136, 452
councils, 260
conflict resolution, 243
counseling, 136
conformity, 136
counselor, 260
counselor training, 264
confidential information, 47, 496
confidentiality, 136, 452
councils, 260
conflict resolution, 243
counselor, 260
confidential information, 47, 496
confidentiality, 136, 452
conformity, 136
conformity to requirements, total quality management, 240
Congressional Accountability Act (CAA), 550
consent election, 429
Consolidated Omnibus Budget Reconciliation Act (COBRA), 66, 209, 350–351, 549
Consolidated Report, 163
construct validity, 195
constructive confrontation, 418
constructive discharge, 389
consumer report, 198
Consumer Credit Protection Act (CCPA), 366–367, 546
consumer picketing, 437
Consumer report, 198
consumer reporting agency (CRA), 198
content validity, 195
contingency theory, 41
contingent workforce, 173
continuity of operations plan (COOP), 503
continuous FMLA leave, 340
courses, 26, 202–204, 457.
See also specific types or relevant legislation
contract workers, 173
contractors, subcontractors, and agencies, federal employment legislation, 161–162
counter bias, 190
counterparty
control
project life cycle, 43
Six Sigma, 241
strategic management, 120
Cooper v. IBM Personal Pension Plan and IBM Corporation, 355
Copyright Act of 1976, 229–230, 548
core competencies, 112
corporate restructuring, 124, 168

Corporate values statement, 112–113, 135
corporations, 102
correlation, quantitative analysis, 55
correlation coefficient, quantitative analysis, 55
cost accounting, 105
cost control, 103
cost of goods sold, 85
cost of labor, 294
cost per hire, 217
cost-benefit analysis (CBA), 5, 59
cost-of-living adjustments (COLAs), 322
creative professional exemption, 303
criminal record checks, 200
crisis management, 88
criterion validity, 196
critical incident review, 271
Crosby, Philip B., 240
cross-cultural conflict, 44
cross-functional activities, 5
cultural acclimation, 219
cultural competence, 44–45
cultural noise, 190–191
Cummings, Thomas, 231
cumulative trauma injuries (CTIs), 474
current situation, needs assessment and analysis, 25
customer relationship management (CRM), 235
customer service, 37–38
customer-oriented structure. See product-based organization structure
cyber attacks, 485
Davis-Bacon Act, 67, 296
death
accidental death and dismemberment insurance, 359
employment contracts, 204
deauthorization, unions, 431
decentralized organization, 119
decertification, unions, 430–431
decision-making day, 31
decline, organization life cycle, 107–108
deductions, payroll, 365–367
defamation, 389
deferred compensation, 353–357
Define, Measure, Analyze, Improve, and Control (DMAIC), 241
define, Six Sigma, 241
defined-benefit plans, 343, 353–354
defined-contribution plan, 343–344, 355–356
definition test questions, 15
delayed vesting, 346
deliberate disruptions, 484
delivery schedule, request for proposal, 27
Delphi technique, 58
demand for recognition, unions, 425–426
Deming, W. Edwards, 236
de-minimus violations, 462
democratic leaders, 42
demonstrations, 260
dental insurance, 358
Department of Labor (DOL), 160, 213, 302
minimum wage, 298
Occupational Safety and Health Administration, 459
department staff meetings, 403
deign
job design, 246
patents, 230
planning, individual incentives, 311–312
task, stress, 477
training, 255–258
devise for future promotion, succession planning, 180
direct compensation, 288
directed election, 429
directing function, strategic management, 120
directive interviews, 188
directive leaders, 42
disability, 157, 189, 204
insurance, 359
work-life discrimination, 456
disabled veterans, 399
disaster-recovery plan (DRP), 502
discipline, 32, 411, 452
discretionary contributions. See profit sharing
discrimination, 156, 162. See also specific types and relevant legislation
Americans with Disabilities Act, 157
Civil Rights Act of 1964, 153
Civil Rights Act of 1991, 159
enterprise risk management, 128
unfair labor practice, 421, 422
disparate impact, 153, 158
disparate treatment, 153
disposable earnings, 367
dispute resolution, Employee and Labor Relations, 415–423
distance learning, 262
distractors, 13
distributive bargaining, 431
distributive justice, 289
Diverse Workforce Limited Proficiency Outreach, 460
diversity, 44–45, 406–407
divestitures, 126, 168
Division of Tade Adjustment Assistance (DTAA), Department of Labor, 213
divisional organization structure, 77–78
doctrine of contributory negligence, 494
documentation, 30–32. See also records
mergers and acquisitions, 125
risk management, 448
training, 253
domestic partnership, 359
double breasting, 436
downsizing, 124
dress code, 413
Drug-Free Workplace Act of 1988, 457, 498, 549
drug-testing programs, 202, 498–499
due process, 399
dues check-off, collective bargaining agreement, 433
duties test, 297
duty of diligence, 400
duty of good faith and fair dealing, 388
duty of loyalty, 400
duty of obedience, 400
economic environment, 82, 100–101, 112
Economic Growth and Tax Relief Reconciliation Act of 2001 (EGTRRA), 349
education, 62, 177. See also training
references, 198
EEO-1, 162–166, 165, 183
E.I. DuPont & Co. v. NLRB, 561–562
eldercare, 362–363
E-learning, 261–262
electrical work practices, 481
Electricity, Inc. v. NLRB, 560–561
Electronic Communications Privacy Act of 1986 (ECPA), 504, 507
electronic performance support system (EPSS), 261
electronic storage, 216
e-mail, 29, 403, 505, 507
emergency action plans, 479–480, 491–492, 493
emergency response plan (ERP), 490, 502
emergency travel, 300
emotional intelligence (EI), 46, 106, 245
employees. See also specific relevant topics
achievement, 107
organizations, 106–107
privacy, 5
risk management, 448
recognition, 107
records, 63–73
rights and responsibilities
Employee and Labor Relations, 399–400, 420–423
Occupational Safety and Health Administration, 461–462
self-assessment, 269
strategic workforce planning, 170–174
surveys, 83–84, 318, 404
Employee and Labor Relations (ELR), 383–440
books, 570–571
common-law doctrines, 386–389, 399–400
communication, 402–403
dispute resolution, 415–423
employee rights and responsibilities, 399–400, 420–423
federal employment legislation, 385–400
employee assistance program (EAP) – Executive Order 11478

globalization, 439–440
legal statutes, 390–399
metrics, 438–439
organizational climate and culture, 400–404
policies and procedures, 407–409
professional associations, 571
unions, 424–438
employee assistance program (EAP), 276, 362, 364, 497, 498
employee attitude assessment, 83–84
employee engagement, 403
employee handbooks, 32, 128, 408
Employee Polygraph Protection Act (EPPA), 67, 201
employee referrals, external recruitment, 182
employee relations, 7, 451. See also Employee and Labor Relations
Employee Retirement Income Security Act of 1974 (ERISA), 67, 313, 344–348, 547
employee satisfaction surveys, human resource development, 278
employee self-service (ESS), 50, 131
employee stock ownership plans (ESOPs), 287, 313
employee stock purchase plans (ESPPs), 313–314
employee-management committees, 402
employee-recognition programs, 406
employer brands, recruitment, 178
employers, rights and responsibilities, Occupational Safety and Health Administration, 460–461
employment actions, 30
employment agencies, 183
employment applications, 185–186
employment at-will, 32, 202, 387–389
employment contracts, 202–204
employment offers, 202–204
employment practices liability insurance (EPLI), 89, 128
employment references, 197–198
Energy Employees Occupational Illness Compensation Program Act (EEOICPA), 495, 552
engaged to wait, 299
Enron, 82, 134, 140
enterprise risk management (ERM), 127–130
entitlement philosophy, 290
environmental conditions, stress, 477
environmental health hazards, 473–479
environmental safety hazards, 479–481
environmental scanning concepts, 79–93, 110–112
equal employment opportunity (EEO), 125, 247, 408, 489
Equal Employment Opportunity Act (EEOA), 154, 156, 547
Equal Employment Opportunity Commission (EEOC), 47, 128–130, 133, 161, 229
Age Discrimination in Employment Act of 1967, 155
Americans with Disabilities Act, 157, 454–455
Civil Rights Act of 1964, 153
sexual harassment, 394–395
Equal Pay Act, 68, 306, 546
equipment failure, 485, 497
equipment operated, job description, 62
equity theory, 36, 85
ERG theory, 37
ergonomics, 474–476
escalator position, 397
eyes review, performance appraisal, 271
essential job functions, 170
Establishment List, 163
Establishment Report, 163
esteem needs, 34, 288
ethics, 46–47, 134–138
ethics officers, 140
ethnicity, 163–164
ethnocentric approach, multinational corporation staffing, 218
evaluation. See also specific types
change management, 233
knowledge management, 234
performance, 268
request for proposal, 28
training, 255, 265–267, 272–274
E-Verify, 205–206
exception reporting, 304
excess deferral plans, 357
exclusive provider organizations (EPOs), 358
execution
project life cycle, 43
request for proposal, 28
executive assistant (EA), 234
executive benefits, 371
executive compensation, 369–375
executive exemption, 302–303
executive orders (EO), 133, 161–162, 229
Executive Order 11246, 68, 162, 546
Executive Order 11375, 162, 546
Executive Order 11478, 162, 547
Executive Order 12138, 162, 548
Executive Order 13087, 162, 551
Executive Order 13152, 162, 552
Executive Order 13201, 552
executive search firms, external recruitment, 183
executive sponsor, change management, 233
executive summaries, request for proposal, 27
exemptions, Fair Labor Standards Act, 297–298
exhaustion stress level, 476
existence, ERG theory, 37
exit interviews, 404
expatriates, 218, 219–220
expectancy theory, 37
experience
andragogy, 33
job specifications, 63
experiential test, 13
experiential training methods, 260–261. See also on-the-job training experience
expert registers, 234
express contract, 387
external assessment, environmental scan, 81–83
external business environment, 100–102
external conditions, TR, 290
external recruitment, 180–183
external relationships, strategic management, 121
external sources, coaching, 250
external talent, 171–172
extinction, 35
extrinsic reward, 287

facilitators, 244
facility
production/operations, 103
training, 262–264
fact-finding step, mediation, 417
failure to abate violations, 462
Fair and Accurate Credit Transactions Act (FACT Act), 198–199
Fair Credit Reporting Act of 1970 (FCRA), 198–199, 547
Fair Employment Practices Agencies (FEPA), 156
Fair Labor Standards Act (FLSA), 62, 68, 69, 296, 297–307, 472, 545
fair use domain, 230
Fairbank, Katie, 140
fairness, 47, 137
faith-based organizations, 162
faltering company, 210
Family and Medical Leave Act (FMLA), 69, 82, 331–343, 550
employee handbooks, 408
Genetic Information Nondiscrimination Act of 2008, 160
indirect compensation, 288
medical certifications, 339–340
return-to-work, 499
supervisory training, 247
family-friendly services, 488–489
family-responsibility discrimination, 455
Faragher v. City of Boca Raton, 391–392, 551
featherbedding, 422
Federal Employees Compensation Act of 1916 (FECA), 494, 544
federal employment legislation, 543–563. See also specific legislation
compensation, 296–307
contractors, subcontractors, and agencies, 161–162
Employee and Labor Relations, 385–400
human resource development, 229–230
risk management, 454
voluntary benefits, 344–352
Workforce Planning and Employment, 151–168
Federal Insurance Contributions Act (FICA), 69, 327, 545
Federal Register, 133
Federal Unemployment Tax Act (FUTA), 70, 330–331, 545
Federal Wage Garnishment Law, 366–367
feedback, 247, 403–404
fee-for-service (FFS), 358
Fein, Mitchell, 313
fellow servant rule, 494
fiduciary responsibility, 134, 293, 348
field review appraisal, 271
Fielder, Fred E., 41
The Fifth Discipline: The Art and Practice of Learning Organization (Senge), 235
final written warning, 31
finance, 104–105
Financial Accounting Standards Board (FASB), 86, 105, 292
financial assets, security, 482, 495–496
financial references, 198
fire drill, 88
fire prevention plans, 480, 490, 493
firewall, 497
First, Break All The Rules: What the World’s Greatest Managers Do Differently (Buckingham and Coffman), 106
first aid, 481
first impression, 191
first written warning, 31  
fitness-for-duty, 341  
flexible spending accounts (FSAs), 352  
focal review, 269–270, 322  
focus groups, 54, 84, 266, 404  
forced ranking, performance appraisal, 270  
foreign business practices, 219  
foreseeable leave, 337  
formal preparation courses, 17  
formative evaluation, training, 265–266  
401(k) plans, 356  
Fraser v. Nationwide Mutual Insurance Company, 509  
fraudulent misrepresentation, 388–389  
functional organization structure, 77

gainsharing, 312–313  
gap analysis, 25, 176  
gatekeepers, 357  
General Duty Clause, 479, 497  
general partnership (GP), 101  
generally accepted accounting principles (GAAPs), 86, 105, 292–293  
Genetic Information Nondiscrimination Act of 2008 (GINA), 160, 554  
geocentric approach, multinational corporation staffing, 219  
geographic labor market, 176–177  
geographic organization structure, 77–78  
geographic pay, 311  
gifts, 136–137  
Glass Ceiling Act, 395, 550  
Global Crossing, 134  
Global Professional in Human Resources (GPHR), 5, 219–220  
globalization benefits, 376  
business management and strategy, 142  
compensation, 376  
Employee and Labor Relations, 439–440  
human resource development, 278–279  
risk management, 509  
Workforce Planning and Employment, 217–220  
goals, 110, 168–169  
human capital management plan, 116  
path-goal theory, 40  
performance appraisal, 269  
placement, Affirmative Action Plans, 166, 167  
SMART model, 113  
training, 253  
golden handcuffs, 372  
golden handshake, 372  
golden life jacket, 372  
golden parachute, 372  
governance, corporate, 133–140  
government surveys, compensation, 318  
governmental barriers, glass ceiling, 395  
graded vesting, 347  
grant price, 372  
grantor trusts, 357  
Grasso, Richard, 372  
graveyard shift, 309  
green belt, Six Sigma, 242  
green circle rate of pay, 321  
green initiatives, 123  
gross pay, 365  
gross profit, 86  
group incentives. See organization incentives  
Guidelines on Sexual Harassment, 549  
gut feeling bias, 191

H

H5N1. See avian influenza  
halo effect bias, 191  
handouts, training, 259  
harassment, 128, 159, 408. See also sexual harassment  
hard bargaining, 431  
Harris v. Forklift Systems, 391, 550  
harshness bias, 191  
Hay, Edward, 317  
HAY system, 317  
hazards. See specific types  
Hazard Communication Standard (HCS), 481  
hazard pay, 310  
hazardous energy control, 481  
headhunting firms, 183  
Headquarters Report, 163  
health. See also medical benefits, 357–360  
minorities, 44  
risk identification, 449  
risk management, 489–495  
Health Hazard Evaluation (HHE), 467, 470–471, 472  
Health Insurance Portability and Accountability Act (HIPAA), 209, 351–352, 551  
health maintenance organizations (HMOs), 357  
health purchasing alliances (HPAs), 360  
Heldman, Kim, 42  
hepatitis B virus (HBV), 478, 481  
Hersey, Paul, 40–41  
Hersey-Blanchard theory, 40–41
Illega Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), 207, 551
illegal subjects, collective bargaining, 432
immediate vesting, 346
immigration, 204–207, 551
Immigration and Nationality Act (INA), 204–205, 546
Immigration Reform and Control Act (IRCA), 70, 205–206, 549
implied contract, 387
improshare, 313
improve, Six Sigma, 241
imputed income, 359
In Search of Excellence (Peters), 402
in-box test, 192
incentive pay. See variable compensation
incentive stock options (ISO), 373
Incident Report, Occupational Safety and Health Administration, 466
income statement, 85
incumbency, Affirmative Action Plans, 167
independent contractors, 173–174
independent medical exam (IME), 500
indirect compensation, 288
individual incentives, 311–312
individual retirement accounts (IRAs), 353
individual-level training, 252
industrial relations, 2
industry activity, labor market analysis, 176
industry changes, external business environment, 100
industry practices and developments, strategic planning, 112
industry surveys, compensation, 318
information high-involvement organizations, 242
risk assessment, 485
information assets, security, 482, 496–497
information technology (IT), 105–106, 235
informational picketing, 429
initiation, project life cycle, 43
injunctions, 194, 306, 419, 434
injury and illness compensation plans, 493–495
injury and illness prevention plans (IIPP), 490–492
inpatieters, 218
inside director, 134, 374
inside organizing, unions, 428
insider information, 136
instant messages (IMs), 505
instructional methods, 259–261
instrumentality, expectancy theory, 37
insubordination, 414
insurance policies, 128
integrative bargaining, 432
integrity, 136, 193, 452
intellectual property agreement (IPA), 496–497
interest assessment, 246
interest-based bargaining (IBB), 432
interference, unfair labor practice, 421
intermittent FMLA leave, 340, 341
internal assessment, environmental scan, 81
internal audits, 166, 168
internal business operations, 101–107
internal conditions, TR, 289–290
internal controls, 495–496
internal recruitment, 179
internal relationships, strategic management, 120–121
internal sources, coaching, 249–250
internal structural barriers, glass ceiling, 395
internal talent, 170–171
International Accounting Standards Board (IASB), 105
International Labour Organization (ILO), 509
Internet, 16, 181, 262, 427, 505. See also social media recruitment, 182
web-based training, 261 internships, 172
interpersonal intelligence, 46
inter-rater reliability, 272
interrelationships among HR activities, core knowledge requirements, 74–76
interviews, 54, 84, 186, 187–192, 452. See also specific types
intranet, 29, 403
intrapersonal intelligence, 46
intrinsic reward, 287
inventory management, 103
investigative consumer report, 198
involuntary benefits, 327–330
involuntary deductions, payroll, 366–367
involuntary exit processes, 210–214
IRS, 295, 356
items, 13

J

Jesperen v. Harrah’s Operating Co., 414, 553
job analysis, 61–62, 169–170, 266
job bidding, 180
job boards, 181
job categories, 164
job competencies, 170
job descriptions, 62–63, 169–170
job design, 246
job enlargement, 247
job enrichment, 36, 246
job evaluation, 316
job fairs, 182
job group analysis, 166, 167
Job Openings and Labor Turnover Survey (JOLTS), 176
job posting, 180
job pricing, 317–318
job sharing, 172, 407
job specifications, 62, 170
job-specific employment application, 186
Johnson, Lyndon B., 327
Johnson v. Santa Clara County Transportation Agency, 558
joint venture (JV), 101
Juran, Joseph M., 236–237
jury duty pay, 361
justice, 47
just-in-time (JIT), 103

K

Kaoru Ishikawa, 237
Kaplan, Robert, 141
Keirsey Temperament Sorter, 248
Kennedy, John F., 327
key business initiatives (KBIs), 246
key employees, 75, 314, 485
Family and Medical Leave Act, 336
retention, 108, 126
retirement, 233
kinesthetic learners, 256
Kirkpatrick, Donald, 266
Knights of Labor, 418
knowledge
high-involvement organizations, 242
Human Resources Certification Institute, 6
knowledge management (KM), 233–235
knowledge management system (KMS), 235
knowledge-of-predictor bias, 191
knowledge, skills, and abilities (KSAs), 106, 169, 179, 246, 294
base pay, 307
competency-based compensation, 324–325
pay range, 319
Knowles, Malcolm, 32–33

L
labor force changes, strategic planning, 112
labor law review, 254
labor laws and organizations, 419–420
labor market analysis, 176–177
compensation, 294–295
labor pool, external business environment, 102
labor relations, 7
mergers and acquisitions, 126
risk identification, 451
labor unions. See unions
Labor-Management Relations Act (LMRA), 419–420, 545
Labor-Management Reporting and Disclosure Act (LMRDA), 420, 546
labor’s bill of rights, 419
laissez-faire leaders, 42
Landrum-Griffin Act. See Labor-Management Reporting and Disclosure Act
lawful strikes, 420
Lawler, Edward E., III, 242, 406
Lay, Ken, 140
layoffs, 212–214
leader guide, 259
leader-member relations, contingency theory, 41
leadership, 38–42, 106
change management, 233
ethics, 47
talent management, 251
leafleting, 428
leapfrogging, 432
learned professional exemption, 303
Learning and Performance Management Systems (LPMSs), 52
Learning Content Management Systems (LCMSs), 52
learning curve, 257
learning evaluation method, 266
learning management systems (LMS), 51–52
learning organizations, 235–236
learning surveys, 278
least preferred co-worker (LPC), 41
leaves of absence, 361
medical leave of absence, 500
minorities, 44
lectures, 26, 300
legal and regulatory activity, 102, 112
legal compliance mergers and acquisitions, 125
risk assessment, 453–473
risk identification, 449
risk management, 486–489
legal exposure, M&A, 126
legal statutes, Employee and Labor Relations, 390–399
legislative affairs committees (LACs), 133
legislative and regulatory processes. See also federal employment legislation administrative law, 132–133
ethics officers, 140
legislative process, 131–132
lobbying, 133
whistle-blower protection, 138–139
leniency bias, 191
liability, 86, 88
EPLI, 89, 128
LLC, 102
LLP, 101
vicarious, 392
licenses, 62
life cycles organizations, 107–108
project, 42–43
records, 214–216
life insurance, 359
light-duty assignments, 332
limited liability corporation (LLC), 102
limited liability partnership (LLP), 101
limited partnership (LP), 101
Lincoln, Edward, 32
line functions, 119
line of sight, 290
litigation statistics, enterprise risk management, 128–130
lobbying, 133
lockouts, 435
long-form employment application, 186
long-range plans, 110
Longshore and Harbor Workers’ Compensation Act of 1927 (LHWCA), 494, 545
loss of utilities, risk assessment, 484–485
low-context culture, 142

M
machine guarding, 481
maintenance of membership clause, 433
major life activities, Americans with Disabilities Act, 157, 158
management, 134. See also specific types
talent management, 250–251
unions, 438
management by objective (MBO), 244–245
management by walking around (MBWA), 402
management style, stress, 477
mandatory subjects, collective bargaining, 432
manuals, training, 259
marital/familial status, candidate selection interviews, 189
marketing, 103–104
marking up, 131
Martin v. Wilks, 559
Maslow, Abraham, 34–35, 288
mass layoff, 210
master black belt, Six Sigma, 241
material safety data sheet (MSDS), 474, 481
matrix organization structure, 79
maturity, organization life cycle, 107
maximum hours, 298–304
McClelland, David, 36, 288
McDonnell Douglas Corp. v. Green, 556
McGregor, Douglas, 36, 39
McKennon v. Nashville Banner Publishing Co., 563
meal periods, 300
mean average, 57
measurement. See metrics
media. See also social media
external recruitment, 180–181
unions, 428
median, 57
mediation, 416–418, 434
medical certifications, Family and Medical Leave Act, 339–340
medical examinations, candidate selection, 202
medical insurance, 357–358
medical leave of absence (MLOA), 500
medical services, Occupational Safety and Health Administration, 481
Medicare, 327–330
Medina Rene v. MGM Grand Hotel, Inc., 394
meetings, 29, 300, 403, 428
member of Congress (MOC), 131
Memorandum of Understanding (MOU), 206
Mental Health Parity Act of 1996 (MHPA), 352, 551
mental models, 236
mental requirements, job description, 63
mentoring programs, 248–249
mergers and acquisitions (M&A), 124–126, 168
merit increases, 322
metrics, 58–60
benefits, 375–376
business management and strategy, 141–142
compensation, 375–376
Employee and Labor Relations, 438–439
human capital management plan, 117
human resource development, 277–278
production, human resource development, 278
risk management, 507–509
Six Sigma, 241
SMART model, 113
total quality management, 240
Workforce Planning and Employment, 216–217
midpoint progression, 319
military service. See also veterans
candidate selection interviews, 190
Mine Safety and Health Administration (MSHA), 471–472, 548
minimum wage, 298
mission statement, 112
mitigating measures, Americans with Disabilities Act, 157
mode, 57
modified duty assignment, 500
monetary compensation, 287
money-purchase plans, 355–356
monitoring, 505, 507
risk management, 89
telephone calls, 504–505
motivation, 34–38, 233, 448
motivation to learn, andragogy, 33
motivation/hygiene theory, 35–36
Mouton, Jane S., 40
moving average, 57, 232
multi-employer bargaining, 432
multinational corporations, 82, 218–219
multiple linear regression, 57–58
multi-unit bargaining, 432
musculoskeletal disorders (MSDs), 474–476
Myers-Briggs Type Indicator, 46, 248

N
narrative methods,
performance appraisal, 271
National Action Summit for Latino Worker Health and Safety, 460
National Defense Authorization Act (NDAA), 331


National Labor Relations Act (NLRA), 70, 386, 419, 545

National Labor Relations Board (NLRB), 133, 429–431

national origin, candidate selection interviews, 190

natural disaster, 211, 484

Needlestick Safety and Prevention Act of 2000, 472–473, 552

needs assessment and analysis, 25–26

risk management, 448

third-party contract management, 27

training, 253, 254, 265

negative correlation, 55

negative emphasis bias, 191

negative reinforcement, 35

negatively accelerating learning curve, 257, 257

negligent hiring, 201

negotiation, 28, 202, 417. See also collective bargaining

net profit, 86

new-hire orientation, 208, 252

newsletters, 403

NLRB v. J. Weingarten, Inc., 548

no strike/no lockout clause, 433

no-beard policy, 411

nominal group, qualitative analysis, 58

nonbinding arbitration, 415

nondirective interviews, 188

nondisclosure agreement (NDA), 203, 496–497

nonessential job functions, 62

nonforfeitable claim, 344

nonmonetary compensation, 287

nonqualified deferred compensation, 356–357

nonqualified retirement plan, 344

nonqualified stock options, 373

nonsolicitation agreement, 203

nonsubscriber plans, workers’ compensation, 343

nontraditional pay structures, 324–325

nonverbal bias, 191

Norma Rae (movie), 430

Norris-La Guardia Act, 419, 545

Norton, David, 141

Notice of Contest, 469–470

objectives

human capital management plan, 116

needs assessment and analysis, 25

strategic planning, 110

training, 256

workforce, 168–169

observations, qualitative/quantitative analysis, 54

occupational noise exposure, 480

Occupational Safety and Health Administration (OSHA), 70, 71, 457–471, 547

administrative law, 132

Alliance Program, 467

drug-screening tests, 202

environmental health hazards, 473–479

environmental safety hazards, 479–481

General Duty Clause, 479, 497

injury and illness prevention plans, 490–492

preliminary order of reinstatement, 139

risk management, 448

whistle-blower protection, 138–139

off-boarding, 209–220

offering letters, 203

Office of Federal Contract Compliance Programs (OFCCP), 47, 130, 161

offshoring, 126–127, 168

Old Age, Survivors, and Disability Insurance (OASDI), 327–330

Older Worker Benefit Protection Act (OWBPA), 348–349, 549

Omnibus Budget Reconciliation Act (OBRA), 349, 372, 550

on-boarding, 208

Oncale v. Sundowner Offshore Services, Inc., 392–393, 551

on-call workers, 172, 300, 310

one-day offsite assignments, 300

one-on-one meetings, 29

one-on-one training, 260

online bulletin boards, 262

online study groups, 16

on-the-job training experience (OJT), 12, 170

open-door policy, 29, 402

opening conference,

Occupational Safety and Health Administration inspection, 468

operant conditioning, 35, 37–38

operations, 102–103

opportunities, SWOT analysis, 80
options
mediation, 417
needs assessment and
analysis, 26
staffing plan, 176
ordering test questions, 15
organizations
business management and
strategy, 99–108
external business
environment, 100–102
functions, 102–107
HR role, 108
internal business operations,
101–107
life cycle, 107–108
organization development (OD)
human resource
development, 230–245
interventions, 231–245,
245
human process
interventions, 243–245
techno-structural,
236–242
Organization Development
and Change (Cummings
and Worley), 231
organization exit. See also
termination
involuntary, 210–214
records life cycle, 214–216
voluntary, 209
Workforce Planning and
Employment, 209–220
organization incentives,
312–314
organizational climate, 400–
404, 438
organizational culture, 231,
290–291, 400–404
organizational picketing, 422,
428
organizational profile,
Affirmative Action Plans,
166, 167
organizational structures, core
knowledge requirements,
76–79
organizational-level training,
252
organizing function, strategic
management, 119
orientation to learning, 33
other-than-serious violations,
462
outplacement, layoffs, 211
outside director, 134, 374
outside sales exemption,
304
outsourcing, 121, 126–127,
168, 173, 368
overtime, 298–304, 308

P
paid time off (PTO), 299,
361
paired comparison method,
270
pandemic, 479
panel interviews, 188
parallel bargaining, 432
parallel budgeting, 87
parental leave, 361
parent-country nationals
(PCNs), 218
Pareto chart, 238, 238
partially self-funded plan, 360
participant benefit rights
reports, Employee
Retirement Income
Security Act of 1974,
345–346
participation
Employee Retirement
Income Security Act of
1974, 346
Hersey-Blanchard theory,
41
partnerships, 101
domestic, 359
Occupational Safety and
Health Administration,
466–467
part-time employees, 172, 407
party in interest, 344
passive training methods,
259
path-goal theory, 40
Patient Protection and
Affordable Health Care
Act, 554
patterned interviews, 188
pay administration, 315–316
pay differentials, 308–311
pay equity, 320
pay for performance. See
variable compensation
pay grades, 320
pay openness, 289–290
pay range, 319
Payne v. The Western &
Atlantic Railroad
Company, 387, 544
payroll, 172, 364–369
data collection, 368
deductions, 365–367
records, 367–368
pedagogy, 33
peer-to-peer coaching, 249–
250
penalties, Fair Labor Standards
Act, 305–306
Pension Protection Act of 2006
(PPA), 349–350, 553
perfect-attendance awards,
Family and Medical Leave
Act, 332
performance
appraisal, 268–274
documentation, 30–32
gap, training, 255
improvement, 409–414
management, human
resource development,
267–268
review, 268
physical health hazards, 474–478

physician hospital organizations (PHOs), 358

physiological needs, 34

picketing, 422, 436–437

pilot tests, training, 266

placement goals, Affirmative Action Plans, 166, 167

sales and marketing, 104

plan administrator, 344

plan sponsor, 344

planning. See also specific types

change management, 233
design, individual incentives, 311–312

project life cycle, 43

project management, request for proposal, 27

plant closing, 210

plant patents, 230

plateau learning curve, 258, 258

point of service (POS), 357–358

point-factor method, 317

policies and procedures

Drug-Free Workplace Act of 1988, 457

Employee and Labor Relations, 407–409

mergers and acquisitions, 125

privacy, 504

records, 214

political environment, 82

political/legal force, corporate responsibility, 122

polycentric approach, multinational corporation staffing, 218

polygraph tests, 67, 201

poor performance, 414

Portal-to-Portal Act, 306, 546

Porter, Michael E., 81

Porter’s 5 Forces, 81

position power, contingency theory, 41

position summary, job description, 62

positional bargaining, 431

positive correlation, 55–56

positive reinforcement, 35

positive time reporting, 304

positively accelerating learning curve, 257, 257

post-mortem, 234

post-offer employment activities, 204–207

Portlatch Corp., 455

power, 36, 242

practice analysis study, 4

predictive validity, 196

pre-employment drug testing, 499

inquiries, 196–202

preferred provider organizations (PPOs), 357

Pregnancy Discrimination Act of 1978 (PDA), 154, 474, 548

preliminary order of reinstatement, Occupational Safety and Health Administration, 139

preplan, strategic planning, 110

prescription coverage, 358

presentation, 260

pretest/posttest comparison, 266–267

pre-tests, training, 266

prevention, total quality management, 240

previous applicants, external recruitment, 182

price request for proposal, 28

sales and marketing, 104

prima facie violation, 138

primary research, 53

principled bargaining, 431–432
priorities, needs assessment and analysis, 26
privacy. See workplace privacy
Privacy Act of 1974, 200, 547
private letter ruling, 295
procedural justice, 289
procedures. See policies and procedures
Process Council, 244
process owner, Six Sigma, 241
process-control chart, 240, 240
product, sales and marketing, 104
product-based organization structure, 77
production, 102–103
metrics, human resource development, 278
production layout, production/operations, 103
professionals
communication,
core knowledge requirements, 30
development, 106–107
ethics, 47
recertification, 11
exemption, 303
labor market, 177
responsibility, ethics, 46
professional associations, 183, 570
business management and strategy, 567
employee and labor relations, 571
human resource development, 569
risk management, 572
workforce planning and employment, 568
professional employer organization (PEO), 121, 173
Professional Examination Service (PES), 4
Professional in Human Resources (PHR), 5, 6, 8–10
profit, 86
profit and loss statement (P&L), 85
profit sharing, 313, 355
programmed instruction, 261
project life cycle, 42–43
project management, 27, 42–43
Project Management Jumpstart (Heldman), 42
project team, request for proposal, 27
promissory estoppel, 388
promotion
base pay, 324
sales and marketing, 104
protected classes, 152, 162, 456
protected health information (PHI), 352
prudent person standard of care, 348
pseudofolliculitis barbae (PFB), 411
psychomotor assessment test, 193
Public Company Accounting Oversight Board (PCAOB), 134
Public Contracts Act (PCA), 73, 296, 545
public domain, 229
public services, risk assessment, 484–485
publicity picketing, 429
punishment, 35
purpose text questions, 15
quality leader, Six Sigma, 241
quality planning, 237
quality-of-hire, 217
quantitative analysis, 53–60
question inconsistency bias, 191
questionnaires, 54, 266
questions, 14–15, 188–190
quip pro quo, 390
R
rabi trusts, 357
race, 163–164
Radio Union v. Broadcast Services, Inc., 435
Ragsdale v. Wolverine Worldwide, Inc., 332, 333
Railway Labor Act, 545
Ramazzini, Bernardino, 474
random drug testing, 499
range placement, compensation, 321
ranking method
performance appraisal, 270
rating method, performance appraisal, 270–271
rating scales, performance appraisal, 270
ratios, quantitative analysis, 58
reaction evaluation method, 266
readiness to learn, 33
ready for promotion, succession planning, 180
realistic goals, SMART model, 113
realistic job preview (RJP), 192
reasonable accommodation, 157, 500
reasonable expectation of privacy, 504
reasonable-suspicion drug testing, 499
recency bias, 191
recertification, 11–12
Q
qualified domestic relations orders (QDRO), 347
qualified plan, 344
qualified privilege, 389
qualitative analysis, 53–60
quality assurance (QA), 103
quality control, 237
quality improvements, 237
Q
recognition of error test questions, 15
recognitional picketing, 422, 428
records, 63–73
disposal, 214
electronic storage, 216
employee, 63–73
Family and Medical Leave Act, 332–333
life cycle, organization exit, 214–216
payroll, 367–368
personnel, qualitative/quantitative analysis, 54
policies and procedures, 214
staff, 215
time worked, 304–305
recruitment, 177–184
HR audits, 127
minorities, 44
red circle pay, 321
reduced FMLA leave schedule, 340, 341
reductions in force (RIFs), 124, 211
reengineering, 60, 124, 168
reference checks, 197–199
reference guides, 409
refreezing, 232
regarded as, Americans with Disabilities Act, 157
Regents of the University of California v. Bakke, 556–557
regiocentric approach, multinational corporation staffing, 219
Rehabilitation Act of 1973 (RA), 65, 71, 156, 161, 547
Drug-Free Workplace Act of 1988, 457
Uniform Guidelines on Employee Selection Procedures, 183
relatedness, ERG theory, 37
reliability, 195
relocation, 204
Repa v. Roadway Express, Inc., 553
repatriation, 276–277
repeat violations, 462
repetitive stress injuries (RSIs), 474
replace, succession planning, 180
replacement chart, 180
replacement cost, Workforce Planning and Employment, 217
reporting pay, 310
request for proposal (RFP), 26–27
research and development (R&D), 104
reserved-rights doctrine, 433
resistance stress level, 476
resources, 565–572
responsibilities, 5–6, 36. See also specific types
Affirmative Action Plans, 166, 167
Occupational Safety and Health Administration, 460–462
request for proposal, 27
stress, 477
rest, 300
restraining, unfair labor practice, 421, 422
restricted stock, 374
results evaluation method, 267
resumes, 185
retained earnings, 86
retained search firm, 183
retention bonus, 314
Retirement Equity Act (REA), 348, 549
return on investment (ROI), 26, 59, 104, 118, 288
human resource development, 278
risk management, 508
Workforce Planning and Employment, 216
return-to-work (RTW), 499–501
revenue, 86
Revenue Act, 548
reverse discrimination, 157
reverse mentor, 249
review. See also specific types
individual incentives, 312
performance, 268
rewards. See also total rewards
high-involved organizations, 242
right to work, 420
rightsizing, 124
risk acceptance, 89, 486
risk assessment, 453–485
legal compliance, 453–473
security, 481–485
risk avoidance, 89, 486
risk identification, 449–453
risk management (RM), 7, 87–90, 447–514
BCP, 501–504
books, 571–572
globalization, 509
health, 489–495
legal compliance, 486–489
metrics, 507–509
professional associations, 572
records, 215
risk assessment, 453–485
risk identification, 449–453
safety, 489–495
security, 495–501
workplace privacy, 504–507
risk mitigation, 89, 486
risk transfer, 89, 486
roles
request for proposal, 27
stress, 477
Roosevelt, Franklin, 419
Rosenfeld v. Southern Pacific, 554–555
sabbaticals, 361
safe harbor, 302
safety
  risk identification, 449
  risk management, 489–495
  training, 495
Safety and Health Achievement Recognition Program (SHARP), 466
safety and health management plan, 492–493
safety needs, 34
salary administration, 315–316
salary basis test, 298
salary level test, 298
salary range, 319
salary structure development, 319–320
salary surveys, 318–319
sales, 103–104
salting, 428
sanitation, 480
Sarbanes-Oxley Act of 2002 (SOX), 82, 134, 456–457, 496, 552
  risk management, 448, 487–488
  whistle-blower protection, 138–139
satisfactory in current position, succession planning, 180
scatter chart, 238
scheduling
  drug testing, 499
  production/operations, 103 training, 265
School Board of Nassau v. Arline, 558–559
Schultz, Howard, 122
scientific method, 53
scope of duties, employment contracts, 203
seamless organization, 79
search engine optimization (SEO), 181
searches, workplace privacy, 506
seasonal workers, 173
secondary boycott, 436
secondary research, 53
Securities and Exchange Commission (SEC), 105, 292, 370
corporate responsibility, 135
Sarbanes-Oxley Act of 2002, 456, 488
  whistle-blower protection, 138
security
  HR audits, 127
  risk assessment, 481–485
  risk identification, 449
  risk management, 495–501
self-actualization needs, 35, 288
self-assessment, 269
self-concept, 33
self-directed learning (SDL), 261
self-directed work teams, 402
self-funded plan, 360
self-paced training, 261
self-study, 17, 50, 261
selling, Hersey-Blanchard theory, 41
Selye, Hans, 476
Senge, Peter, 235
Senior Professional in Human Resources (SPHR), 5, 6, 8–10
seniority-based compensation, 308
senitivity training, 44
serious violations, 462
Service Contract Act (SCA), 72, 296, 546
severance, 211
severe acute respiratory syndrome (SARS), 478
sexual harassment, 128, 390–395
sexual orientation, 162, 392
shared vision, 236
shareholders, 102, 134, 370
Sherman Antitrust Act, 419, 544
shift pay, 308–309
shift premium, 309
short-form employment application, 186
short-range plans, 110
signs and tags, 480
similarity test questions, 15
similar-to-me bias, 191
simple linear regression, 57
simulation models, quantitative analysis, 58
simulation training, 260
single-unit bargaining, 432
Sista v. CDC Ixis North America, Inc., 553
sit-down strike, 436
situation theories, leadership, 39–41
Six Sigma, 60, 120, 241–242
skill variety, 246
skills inventory, 179
skills training, 247
Skinner, B.F., 35
skip-level interviews, 404
Small Business Job Protection Act of 1996, 349, 551
Small Business Regulatory Enforcement Fairness Act (SBREFA), 551
SMART model, 113
Smith v. City of Jackson, Mississippi, 553
social barriers, glass ceiling, 395
social environment, 82
social force, corporate responsibility, 122
social media monitoring, 505
recruitment, 5, 181–182
social needs, 34
Social Security Act, 72, 288, 327–330
socialization, 208
Society for Human Resource Management (SHRM), 4, 181
exit interviews, 404
lobbying, 133
recertification, 12
whistle-blower protection, 138
Socratic seminars, 260
sole proprietorships, 101
span of control, 119
special events, 406
special incentives, 314
specific goals, SMART model, 113
S-shaped learning curve, 258, 258
St. Mary’s Honor Center v. Hicks, 562
staff/staffing functions, 119
meetings, 29
needs analysis, 174, 175
plan
candidate selection tools, 185–202
employment offers, 202–204
post-offer employment activities, 204–207
strategic workforce planning, 174–176
programs recruitment, 177–184
Workforce Planning and Employment, 177–208
records, 215
stakeholders, 120, 133–134
standard operating procedures (SOPs), 409
Starbucks, 122
startup, organization life cycle, 107
state unemployment insurance (SUI), 330–331
statement of cash flows, 85
statistical models,
environmental scan, 80
stem, 13, 15
Stender v. Lucky Stores, 275
stereotyping, 191–192, 45
stock options, 372–374
stockholders, 102
straight-line operations, 436
strategic management, 99
business management and strategy, 119–131
change management, 124–127
enterprise risk management, 127–130
sustainability, 123
Strategic Partnership Program, Occupational Safety and Health Administration, 466–467
strategic planning, 109–110
strategic relationships, strategic management, 120–121
strategic workforce planning employees, 170–174
job analysis, 169–170
job descriptions, 169–170
labor market analysis, 176–177
staffing plan, 174–176
Workforce Planning and Employment, 168–177
strategy. See also business management and strategy business management and strategy, 108–118
formulation, 112–113
human capital management plan, 116–118
human capital projecting, 118–119
implementation, 113–115
stratification chart, 238, 239
strengths, SWOT analysis, 80
stress, 476–478
interviews, 188
strikes, 420–421, 436
strike price, 372
structure step, mediation, 417
structured interviews, 188
study partners, 16
study plan, 17–19
subject matter experts (SMEs), 30, 265
substance abuse, 498
substantial limitation, 157
substitution of paid leave, 332
succession planning, 180
suggestion boxes, 401
summary plan description (SPD), 345
summative evaluation, 266–267
supervisor assessment, 269
supervisory responsibilities, job description, 62
supervisory training, 247–248
suppliers, external recruitment, 182
surveys, 83–84, 176, 278, 318–319, 404
survivor guilt, 211
suspension, 31–32
sustainability, 123
SWOT analysis, 80–81
system failure, 485
systems thinking, 235

Tactical accountability measures, 59, 141–142
compensation and benefits, 376
Employee and Labor Relations, 439
human resource development, 278
risk management, 509
Workforce Planning and Employment, 216–217
tactical goals, 113
tactile/kinesthetic learners, 33
Taft–Hartley Act. See Labor–Management Relations Act
talent assessment, 246
talent management employee training programs, 251–267
human resource development, 246–267
management development, 250–251
tangible employment action (TEA), 391–392
target-benefit plans, 356
tasks, 247
design, stress, 477
inventory, 256
structure, contingency theory, 41
task force, 401
task-level training, 252
Tax Reform Act, 549
taxes, 295, 331
Taxman v. Board of Education of Piscataway, 212, 550
Taylor v. Progress Energy, Inc., 553
team learning, 236
team-building activities, 243
technology, 47–52
corporate responsibility, 123
environment, 82
external business environment, 100
knowledge management, 235
labor market, 177
production/operations, 103
strategic management, 130–131
strategic planning, 112
telecommuting, 172, 407
telephone calls, monitoring, 504–505
telling, Hersey–Blanchard theory, 40
temporary workers, 172–173, 427
termination, 32, 204, 412–414
terms and conditions of employment, 203
terrorism, 503–504
tests. See also specific types
candidate selection, 192–196
certification, 12–22
preparation, 15–20
questions, 14–15
taking, 20–22
Human Resources Certification Institute, 12–22
recertification, 11
Texas Department of Community Affairs v. Burdine, 557–558
theater-style seating, 263
Theory X, 36, 39
Theory Y, 36, 39
third-country nationals (TCNs), 218
third-party administrator (TPA), 352
third-party contract management, 26–28
threats, 81, 88–89
time-and-a-half, 299
time-based goals, SMART model, 113
time-off programs, 360–361
time-series forecasts, 57
time-to-hire, 217
top-down budgeting, 87
top-down communication, 28–29
top-down management, 36
top-hat plans, 356
tort, 88, 386
total quality management (TQM), 60, 120, 236–241
total rewards (TR). See also benefits; compensation accounting, 292–293
budget, 292–293
fiduciary responsibility, 293
internal conditions, 289–290
organizational culture, 290–291
recruitment, 178–179
totality of agreement, 434
town-hall meetings, 403
Toxic Substance Control Act (TSCA), 72
trade readjustment allowances (TRAs), 213–214
traditional pay programs, 315–324
traditional temporary workers, 172
trainers, 265
training, 275. See also specific types
analysis, 253–255
design, 255–258
devaluation, 255, 265–267, 272–274
Fair Labor Standards Act, 300
formative evaluation, 265–266
human resource development, 251–267
implementation, 262–265
materials, 259
needs assessment and analysis, 253, 254
objectives, 256
performance, evaluation, 272–274
program delivery mechanisms, 261–262
records, 215
risk management, 448
safety, 495
summative evaluation, 266–267
talent management, 251–267
unions, 438
training cost per employee, 278
transactional leaders, 42
transformational leaders, 42	ravel away from home, 300
trend analysis, 57
tripartite arbitration panel, 416
tuberculosis, 478
turnover analysis, 217
Tyco, 134


Undue hardship, 157
Unemployment Compensation Amendments of 1992, 349, 550
unemployment insurance, 330–331, 545
unfair labor practice (ULP), 421–423, 436
unforeseeable business circumstance, 210–211
unforeseeable leave, 337
unfreezing, 232
unholy trinity, 494
Uniform Guidelines on Employee Selection Procedures (UGESP), 72, 183–184, 548
Uniformed Services Employment and Reemployment Rights Act (USERRA), 396–399, 550
unions, 428–429
authorization cards, 425
avoidance strategies, 437–438
deauthorization, 431
decertification, 430–431
demand for recognition, 425–426
elections, NLRB, 429–431
Employee and Labor Relations, 424–438
external recruitment, 183
organizing process, 425–431
unfair labor practice, 422
Weingarten rights, 410–411
union security clauses, 433
union shop clause, collective bargaining agreement, 433
unique employee needs, 274–277
United Steelworkers v. Weber, 557
universities, external recruitment, 182
unlawful employment practices, 152–153
unlawful strikes, 421
U.S. Citizenship and Immigration Services (USCIS), 204
U.S. Patent Act, 230, 546
U-shaped-style seating, 264
utility patents, 230

Vacation pay, 360–361
valence, expectancy theory, 37
validity, candidate selection tests, 195–197
values, corporate governance, 134–138
variable compensation, 311–314
Velazquez-Garcia v. Horizon Lines of Puerto Rico, Inc., 398, 554
vendors
external recruitment, 182
request for proposal, 27, 28
verbal warning, 31
vestibule training, 260
vesting, 346–347
veterans disabled, 399
VEVRAA, 73, 161, 547
Veterans Employment and Training Service (VETS), 396
vicarious liability, 392
video surveillance, 505–506
Vietnam Era Veterans’ Readjustment Assistance Act (VEVRAA), 73, 161, 547
violations, Occupational Safety and Health Administration, 462
violence, workplace, 497–498
virtual coaching, 250
virtual training (VT), 5, 261
virtual work teams, 401
visas, 206–207
vision insurance, 358
vision statement, 112
visual learners, 33, 256
voluntary arbitration, 415
voluntary assumption of risk, 494
voluntary benefits, 343–364
voluntary deductions, payroll, 366
voluntary exit processes, 209
Voluntary Protection Program (VPP), 467
voluntary subjects, collective bargaining, 433
Vroom, Victor, 37

Wage compression, 321–322
wage garnishments, 366–367
Wagner Act. See National Labor Relations Act
waiting time, 299
waiting to be engaged, 299
waiver of rights, Family and Medical Leave Act, 332
walk-in candidates, 183
Walsh-Healey Act. See Public Contracts Act
Wards Cove Packing Co. v. Antonio, 158
Washington v. Davis, 195, 548
Watkins, Sherron, 140
weaknesses, SWOT analysis, 80
web-based training (WBT), 261
webcasts, 29
Weeks v. Southern Bell Telephone Co., 555
weighted average, 57
weighted employment application, 186
weighted moving average, 57
Weingarten rights, 410–411
Welfare and Pension Disclosure Act (WPDA), 353
wellness programs, 361–362
Where the Green Glass Grows (WGGG), 535–541
whipsawing, 432
whistle-blower protection, 138–139, 140
Wigand, Jeffrey, 140
wildcat strike, 436
willful violations, 462
Wirtz, Willard, 459
word of mouth, 403
work rule, 408
work slowdowns, 436
work teams, 401
Worker Adjustment and Retraining Notification Act of 1988 (WARN), 210–211, 549
workers’ compensation, 342–343
workforce expansion, 124, 168
workforce goals and objectives, 168–169
Workforce Investment Act (WIA), 213, 253
Workforce Planning and Employment (WFP), 6, 149–226
books, 568
federal employment legislation, 151–168
globalization, 217–220
metrics, 216–217
off-boarding, 209–220
organization exit, 209–220
professional associations, 568
risk identification, 450
staffing programs, 177–208
strategic workforce planning, 168–177
workforce reduction, 124, 168
work-life benefits, 360–363
work-life discrimination, 455–456, 488–489
workplace investigations, 451–453
workplace privacy, 5, 137, 448, 449, 464, 485, 504–507
workplace violence, 497–498
World Health Organization (WHO), 509
WorldCom, 82, 134
Worley, Christopher, 231
Wright Sisters Inc. (WSI), 74, 114–115
writing the agreement step, mediation, 417
wrongful termination, 413

Y
yellow-dog contracts, 419

Z
zero defects, 240
zero-based budgeting (ZBB), 86–87
zipper clause, collective bargaining agreement, 434