# Contents

*Introduction* xxvi

*Assessment Test* xxviii

## Chapter 1 Certifying Human Resource Professionals 1

- The Human Resource Profession 2
- Development of the Human Resource Body of Knowledge 3
  - Defining the Functional Areas of the BOK 4
  - Core Knowledge Requirements of the BOK 7
- Certification Levels 8
- Eligibility Requirements 10
- Recertification 11
- The Test 12
  - It's *Experiential* and *Federal* 14
  - What the Questions Look Like 14
  - Preparing for the Exam 15
  - Taking the Exam 20
- Summary 23

## Chapter 2 Core Knowledge Requirements for HR Professionals 23

- Needs Assessment and Analysis 25
- Third-Party Contract Management 26
- Communication Skills and Strategies 28
  - Employee Communication 28
  - Professional Communication 30
- Documentation Requirements 30
- Documenting Employment Actions 30
- Documenting Performance Issues 30
- Adult Learning Processes and Learning Styles 32
- Motivation Concepts 34
  - Abraham Maslow: The Hierarchy of Needs (1954) 34
  - B. F. Skinner: Operant Conditioning (1957) 35
  - Frederick Herzberg: Motivation/Hygiene Theory (1959) 35
  - Douglas McGregor: Theory X and Theory Y (1960) 36
  - David McClelland: Acquired Needs Theory (1961) 36
  - J. Stacey Adams: Equity Theory (1963) 36
  - Victor Vroom: Expectancy Theory (1964) 37
  - Clayton Alderfer: ERG Theory (1969) 37
- Leadership Concepts 38
  - Behavioral Theories 39
  - Situational Theories 39
<table>
<thead>
<tr>
<th>Chapter 3</th>
<th>Business Management and Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizations</td>
<td>100</td>
</tr>
<tr>
<td>External Business Environment</td>
<td>100</td>
</tr>
<tr>
<td>Internal Business Operations</td>
<td>101</td>
</tr>
<tr>
<td>Strategy</td>
<td>108</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>109</td>
</tr>
<tr>
<td>Human Capital Management Plans</td>
<td>116</td>
</tr>
<tr>
<td>Strategic Management</td>
<td>119</td>
</tr>
<tr>
<td>Strategic Relationships</td>
<td>120</td>
</tr>
<tr>
<td>Corporate Responsibility</td>
<td>121</td>
</tr>
<tr>
<td>Change Management</td>
<td>124</td>
</tr>
<tr>
<td>Enterprise Risk Management</td>
<td>127</td>
</tr>
</tbody>
</table>
Chapter 4  

**Workforce Planning and Employment**  

Federal Employment Legislation  
  - Civil Rights Legislation  
  - Age Discrimination in Employment Act of 1967  
  - Americans with Disabilities Act of 1990  
  - Civil Rights Act of 1991  
  - Genetic Information Nondiscrimination Act of 2008  
  - Federal Contractors, Subcontractors, and Agencies  
  - Annual EEO Survey  
  - Affirmative Action Plans  

Strategic Workforce Planning  
  - Workforce Goals and Objectives  
  - Job Analysis and Description  
  - Qualified Employees  
  - Translating Organization Goals into Staffing Plans  
  - Labor Market Analysis  

Staffing Programs  
  - Sourcing and Recruiting Candidates  
  - Candidate Selection Tools  
  - Employment Offers  
  - Post-offer Employment Activities  

Organization Exit/Off-Boarding Processes  
  - Voluntary Exit Processes  
  - Involuntary Exit Processes  
  - Records Management: The Life Cycle  

Metrics: Measuring Results  
  - Global Considerations  
  - Summary
### Chapter 5  Human Resource Development 227

- Federal Employment Legislation 229
  - Copyright Act of 1976 229
  - U.S. Patent Act 230
- Organization Development 230
  - Strategic Interventions 231
  - Techno-Structural Interventions 236
  - Human Process Interventions 243
  - Human Resource Management Interventions 245
- Talent Management 246
  - Management Development 250
  - Leadership Development 251
  - Employee Training Programs 251
- Performance-Management Programs 267
- Performance Appraisal 268
  - Elements of Performance Appraisal 269
  - Timing Performance Appraisals 269
  - Performance-Appraisal Methods 270
  - Training Performance Evaluators 272
- Unique Employee Needs 274
  - Diversity Initiatives 276
  - Flexible Work Arrangements 276
- Repatriation 276
- Metrics: Measuring Results 277
- Global Considerations 278
- Summary 279
- Exam Essentials 280
- Review Questions 281

### Chapter 6  Compensation and Benefits 285

- Total Rewards Defined 287
  - Compensation and Benefits Philosophy 288
  - Compensation Strategy 291
- Budgeting and Accounting for Total Rewards 292
- Fiduciary Responsibility 293
- Compensation 293
  - Federal Employment Legislation 296
  - Types of Compensation 307
  - Traditional Pay Structures 315
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>325</td>
</tr>
<tr>
<td>Involuntary Benefits</td>
<td>327</td>
</tr>
<tr>
<td>Voluntary Benefits</td>
<td>343</td>
</tr>
<tr>
<td>Payroll</td>
<td>364</td>
</tr>
<tr>
<td>Payroll Systems</td>
<td>364</td>
</tr>
<tr>
<td>Payroll Administration</td>
<td>365</td>
</tr>
<tr>
<td>Communicating Compensation and Benefits Programs</td>
<td>369</td>
</tr>
<tr>
<td>Executive Compensation</td>
<td>369</td>
</tr>
<tr>
<td>Stock Options</td>
<td>372</td>
</tr>
<tr>
<td>Board of Directors/Outside Directors</td>
<td>374</td>
</tr>
<tr>
<td>Metrics: Measuring Results</td>
<td>375</td>
</tr>
<tr>
<td>Global Considerations</td>
<td>376</td>
</tr>
<tr>
<td>Summary</td>
<td>376</td>
</tr>
<tr>
<td>Exam Essentials</td>
<td>377</td>
</tr>
<tr>
<td>Review Questions</td>
<td>378</td>
</tr>
</tbody>
</table>

## Chapter 7 Employee and Labor Relations 383

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Employment Legislation</td>
<td>385</td>
</tr>
<tr>
<td>Common-law Doctrines</td>
<td>387</td>
</tr>
<tr>
<td>Legal Statutes</td>
<td>390</td>
</tr>
<tr>
<td>Employee Rights and Responsibilities</td>
<td>399</td>
</tr>
<tr>
<td>Employee Relations</td>
<td>400</td>
</tr>
<tr>
<td>Organization Climate and Culture</td>
<td>400</td>
</tr>
<tr>
<td>Employee Relations Programs</td>
<td>404</td>
</tr>
<tr>
<td>Workplace Policies and Procedures</td>
<td>407</td>
</tr>
<tr>
<td>Performance Improvement</td>
<td>409</td>
</tr>
<tr>
<td>Dispute Resolution</td>
<td>415</td>
</tr>
<tr>
<td>Arbitration</td>
<td>415</td>
</tr>
<tr>
<td>Mediation</td>
<td>416</td>
</tr>
<tr>
<td>Constructive Confrontation</td>
<td>418</td>
</tr>
<tr>
<td>Labor Relations</td>
<td>418</td>
</tr>
<tr>
<td>Labor Laws and Organizations</td>
<td>419</td>
</tr>
<tr>
<td>Employee Rights</td>
<td>420</td>
</tr>
<tr>
<td>Union Organization</td>
<td>424</td>
</tr>
<tr>
<td>What Can an Employer Do?</td>
<td>424</td>
</tr>
<tr>
<td>The Organizing Process</td>
<td>425</td>
</tr>
<tr>
<td>Collective Bargaining</td>
<td>431</td>
</tr>
<tr>
<td>Union Avoidance Strategies</td>
<td>437</td>
</tr>
<tr>
<td>Metrics: Measuring Results</td>
<td>438</td>
</tr>
<tr>
<td>Global Considerations</td>
<td>439</td>
</tr>
<tr>
<td>Summary</td>
<td>440</td>
</tr>
</tbody>
</table>
# Contents

Exam Essentials 440  
Review Questions 442  

**Chapter 8**  
**Risk Management** 447  
Risk Identification 449  
  - HR Tools to Identify and Assess Risk 450  
Risk Assessment 453  
  - Assessing Legal Compliance Risks 453  
  - Assessing Safety and Health Risks 473  
  - Assessing Security Risks 481  
Risk Management 486  
  - Managing Legal Compliance Risks 486  
  - Managing Safety and Health Risks 489  
  - Managing Security Risks 495  
  - Managing Business Continuity Risks 501  
  - Managing Workplace Privacy Risks 504  
Metrics: Measuring Results 507  
Global Considerations 509  
Summary 510  
Exam Essentials 510  
Review Questions 511  

**Appendix A**  
**Answers to Review Questions** 515  
Chapter 2: Core Knowledge Requirements for HR Professionals 516  
Chapter 3: Business Management and Strategy 518  
Chapter 4: Workforce Planning and Employment 521  
Chapter 5: Human Resource Development 523  
Chapter 6: Compensation and Benefits 526  
Chapter 7: Employee and Labor Relations 528  
Chapter 8: Risk Management 531  

**Appendix B**  
**Case Study: Where the Green Glass Grows** 535  
The Company 536  
The Customer 537  
Exercises 537  
Answer Key and Additional Exercise 539  

**Appendix C**  
**Federal Employment Legislation and Case Law** 543  
Legislation and Case Law Summary 544  
Additional Cases 554  
  1968: *Rosenfeld v. Southern Pacific* 554
1969: *Weeks v. Southern Bell Telephone Co.* 555
1979: *United Steelworkers v. Weber* 557
1981: *Texas Department of Community Affairs v. Burdine* 557
1987: *Johnson v. Santa Clara County Transportation Agency* 558
1987: *School Board of Nassau v. Arline* 558
1989: *Martin v. Wilks* 559
1992: *Electromation, Inc. v. NLRB* 560
1993: *E. I. DuPont & Co. v. NLRB* 561
1993: *St. Mary’s Honor Center v. Hicks* 562
2001: *Circuit City Stores v. Adams* 563

Appendix D  Resources  565

Business Management and Strategy  567
Books  567
Professional Associations  567
Workforce Planning and Employment  568
Books  568
Professional Associations  568
Human Resource Development  569
Books  569
Professional Associations  569
Compensation and Benefits  570
Books  570
Professional Associations  570
Employee and Labor Relations  570
Books  570
Professional Associations  571
Risk Management  571
Books  571
Professional Associations  572

Appendix E  About the Additional Study Tools  573

Additional Study Tools  574
Sybex Test Engine  574
Electronic Flashcards  574
PDF of Glossary of Terms  574
Adobe Reader  574
System Requirements  575
## Contents

Using the Study Tools ............................................... 575  
Troubleshooting ................................................... 575  
  Customer Care ...................................................... 576  

*Index* ................................................................. 577