



Key Terms

Achievement Test – A standardized testing instrument used to measure how much an individual has learned or what skills he or she has attained as a result of education, training etc.

Acquisition – The process of acquiring control of another corporation by purchase or stock exchange.

Adverse action – An act by an employer that results in an individual or group of individuals being deprived of equal employment opportunities.

Affected class – Groups of employees, former employees or applicants who have experienced and/or continue to experience the loss of employment opportunities or benefits due to discriminatory practices of the employer.

The disadvantaged classes in Canada are – Women, people with disabilities, Aboriginal peoples, and visible minorities.

Affirmative Action Plan (AAP) – is a management tool designed to ensure equal employment opportunity.

Anti-nepotism policy – An employer's policy that restricts the employment of two or more family members at the same time.

Applicant Pool – The sum total of all individuals who have applied for a position either by submitting a resume or applicant for employment which is used to select candidates.

Attrition – A term used to describe voluntary and involuntary terminations, deaths and employee retirements that result in a reduction to the employer's physical workforce.

Barrier Analysis – A process of reviewing an organization's policy and procedures to identify and eliminate aspects of the recruitment and selection that impede the progress of the disadvantaged groups.

Bona fide occupational qualification (BFOQ) – is a quality or an attribute that employers are allowed to consider when making decisions on the hiring and retention of employees. These qualities in other contexts would be considered discrimination.

Caucus – A labor relations term used to define periodic suspensions of negotiations in order to provide both sides with an opportunity to consider their relevant positions.

Change management – A systematic approach and application of knowledge, tools and resources to deal with change. Usually involves adopting corporate strategies and procedures etc.

Class action suit – A lawsuit filed by one party on behalf of themselves and other people in a group who share the same complaint.

Constructive discharge – Occurs when a manager/supervisor or employer makes working conditions so unbearable or abusive that a reasonable person believes that resignation is the only appropriate action to take.

Cultural integration – The process of bringing people of different racial or ethnic backgrounds into equal association.

Downsizing – The process of reducing the employer's workforce through elimination of positions, management layers, etc.



Employee Assistance Program (EAP) – A work-based intervention program designed to identify and assist employees in resolving personal problems may it be financial, family problems, disability etc.

Employee retention – Organizational policies and practices designed to meet the diverse needs of employees and create an environment that encourages employees to remain employed.

Equal Employment Opportunity (EEO) – A policy statement that equal consideration for a job is applicable to all individuals and that the employer does not discriminate based on race, color, gender etc.

Flextime – Variable work hours requiring employees to work standard number of core hours within a specified period of time, allowing employees greater flexibility in their starting and end times.

Glass Ceiling – Used to describe the invisible barrier keeping women from advancing into executive positions.

Grievance procedures – The process and guidelines to be followed by employees, management or the union when resolving differences or conflicts.

Indirect compensation – Compensation that is not paid directly to an employee and is calculated in addition to base salary and incentive pay.

Integrity testing – a pre-employment psychological assessment tool used to gauge an applicant's honesty.

Layoff – a temporary termination of employees, or the elimination of jobs during period of economic uncertainty.

Orientation – The introduction of employees to their jobs, co-workers and the organization by providing them with information regarding company policies and procedures.

Performance appraisal – A periodic review and evaluation of an individual's job performance.

Reprimand – An oral or written reproach given to an employee as part of disciplinary process.

Behavioral Anchored Rating Scales (BARS)

Types of Interviews

Behavioral Based Interviews – An interview technique that focuses on a candidates past experiences, behaviors, skills etc. It usually asks the candidate to provide a specific example of when he/she demonstrated certain behaviors or skill.

Situational Based Interviews – An interview technique that focuses on a candidate's future performance. The interviewer usually gives you a problem and asks you how you would deal with it.



Ways to Train Employees

Mentoring

- Helps with employee development with your organization.

In-House training

- Involve an Internal expert or HR staff person to offer training and build team.

External Resources

- Bring in an external consultant to offer brief sessions etc.

On the Job training

- A form of training taking place in a normal working conditions.

Coaching

- A "coach" supports a learner in achieving a personal or professional goal.

Job Shadowing

- Allows an employee to learn about and benefit from brief stints of job training while the employee observes.

Provide internet and online classes

- Provide tutorials or classes which can be completed by employees on a readily basis.

Vestibule training

- A method of job education that replicated real working conditions.

Rotate employees

- Rotate employees between different functions to allow for a greater skill set.



Types of Benefit Plans

Cafeteria Plan – A benefit plan which allows employees to choose between one or more qualified benefits that cater to their needs.

Dependent care assistance plan – An employer benefit plan that provides employees with dependent care assistance, such as paying for or providing qualified child and dependent care services necessary for them to remain gainfully employed.

Domestic partner benefits – A benefit plan provided by an employer that recognizes individuals who are of the same or opposite sex as spousal equivalents for purposes of health care coverage.

Early retirement plan – A benefit plan offered by an organization providing incentives geared towards encouraging employees who are approaching retirement age to voluntarily retire prior to their normal retirement age.

Opt-out provision – An employer benefit plan that offers cash, extra benefits in return for an employee reducing the level of benefits he or she selects under a flexible or cafeteria program.

Self-Insurance – A benefit plan whereby the employer assumes all the risk, paying out for claims but saving the cost of any associated premiums.

Types of Incentive Plans

Bonus plan – An incentive pay plan which awards employees compensation, in addition to their base salary.

Extrinsic motivator – Organizationally controlled incentives, such as pay, benefits, incentives, achievement awards etc. It is usually used to reinforce motivation and increase performance.

Garnishing plan – A group incentive plan used to enhance productivity by sharing with a group a percentage of the gains the organization realizes from group efforts.

Incentive pay – Additional compensation used to motivate and reward employees for exceeding performance or productivity goals.

Incentive stock option – An employee stock option plan allows options to be granted usually to executives which can be exercised on a tax-deferred basis.

Indirect compensation – Compensation that is not paid directly to an employee and is calculated in addition to base salary and incentive pay (i.e., health/dental/vision insurance, vacation, retirement benefits, etc).

Perquisites – A form of incentives generally given to executive employees granting them certain privileges or special considerations such as membership to clubs and fitness clubs.



Retention bonus – An incentive payment used to entice employees from leaving the organization.

Shift differential – Additional compensation, usually expressed as increase in salary per hour. Paid as an incentive for employees to accept working a less desirable shift.

Types of Orientation Programs

Corporate employee orientation – Introduce the employee to information related to the company's vision, goals, values and culture.

Department employee orientation – Introduce the employee to information related to the employee's hiring department.

Job-Specific employee orientation – Introduce the employee to information related to the employees role and responsibilities, their immediate work environment and their terms and conditions.

Note: Usually the Human Resource Department, the immediate supervisor, an immediate co-workers (buddy) or a mentor should be involved.

Trends in Human Resources Management

