

## 13: Ensuring Health and Safety at the Workplace

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Assumption of risk: worker accepting all the customary risks associated with his or her occupation

Careless worker model: early approach, assumed that most accidents were due to workers' failure to be careful or to protect themselves

Shared responsibility model: newer approach, assumes the best method relies on the cooperation of employer and employees

### Accident rates are reduced when:

- Management is committed to safety
  - Employees are informed about accident prevention
  - Consultation between employer and employees takes place
  - There is a trusting relationship between the employer and staff
  - Employees have actual input into the decision-making process
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- About 4 Canadian workers die every day from an occupational injury/disease
  - One in 48 workers is injured severely enough to miss at least one work day each year
  - Cost: \$7 billion/year in compensation payments; \$13.5 billion/year including indirect costs
  - Accidents are caused by a combination of unsafe employee behaviour and unsafe working conditions
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- **Top management:** must set policies and make concern for health and safety part of the organization's culture and strategy – **responsible for providing a safe work environment**
  - **Supervisors:** must become proficient in managing safety (knowing laws, safety regulations, training in observing violations, communication skills) – **responsible for the safety of their people in the workplace**
  - **Employees:** must be trained to understand safety rules and how to operate equipment safely – **responsible for working safely**

### Health hazards

- Physical agents – noise, temperature, vibrations, radiation, etc.
- Biological agents/biohazards
- Chemical agents
- Ergonomically related injuries

### Canada Labour Code

1. Right to know about hazards in the workplace
2. Right to participate in correcting those hazards
3. Right to refuse dangerous work

Health and safety committee: representatives of the employer and employees that meets in order to reduce accident rates; investigates and resolves complaints, monitors health and safety programs, etc.

Hazardous Products Act: regulates the sale of dangerous products for consumer protection

WHMIS: legislation that requires suppliers to label hazardous products and provide a MSDS

Transportation of Dangerous Goods Act: TC responsible for handling and transporting dangerous materials

Canadian Centre for Occupational Health and Safety Act: establishes public corporation to promote, facilitate, assist in development, etc. of health and safety initiatives

Safety enforcement: inspections; inspectors are given powers through Canada Labour Code

## Implications for HRM

- Company's best defence is due diligence: taking all reasonable steps to avoid a particular event
- **Safety climate:** management's commitment, HRM practices, safety systems, supervisor support, internal group processes, boundary management, risk, work pressure

## Stress

- **Workplace stress:** harmful physical and emotional responses that can occur when there is a conflict between job demands and the amount of control over meeting those demands
- **Causes of stress at work:**
  - Job stressors (stressful working conditions)
    - E.g. workload, autonomy, hours, shift work, role conflict, role ambiguity, threat of violence, participation in decision making, management style, under-promotion, job security, job satisfaction
  - Individual and situational factors
    - One's outlook or attitude
    - Presence of support network of coworkers or friends
    - Work-family life balance
- Acute stressors – extremely stressful but occur infrequently, such as organizational change
- Chronic stressors – ongoing, daily problems and hassles
- Psychological stress: highest in jobs where employees have high demands but little latitude in making decisions
- Poor supervision, change, organizational downsizing can all cause stress
- **Burnout:** condition of mental, emotional, and sometimes physical exhaustion that results from substantial and prolonged stress
- Presenteeism: employee is able to come to work, but inhibited from achieving optimal performance levels due to ongoing health issues

- Curative solutions – try to correct the outcome of stress; e.g. yoga, meditation, counselling
- Preventative solutions – attempt to change the cause of stress; e.g. stress management, EAP, improving working conditions
- Fitness and wellness programs: shown to have a positive impact on reducing stress and absenteeism and improving productivity

## Workplace security

Sick building syndrome (SBS): acute health and comfort effects that appear to be linked to the length of time spent in a building, but no specific illness or cause can be identified

## Workplace violence

Ergonomics: study of relationships between physical attributes of workers and their work environment to reduce physical and mental strain and increase productivity and quality of work life

- Can reduce overexertion and lower back injury, and repetitive-strain injury

AIDS: have a policy regarding HIV-infected employees (protect right to privacy), mandatory training, education programs, counselling and support

## 6: Selection

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- Selection process: steps to decide which recruits should be hired; starts with recruits applying and ends with the hiring decision
- Match employment needs of the applicant and the organization
- Successful execution of strategy depends on calibre of employees
- Selection decisions must reflect job requirements
- Selection strategy must be well integrated with organizational priorities, recognize constraints, adapt to labour market realities
  - Selection ratio = number of applicants hired / total number of applications

*Receive applications, review, employment tests, references, interviews, previews, medical evaluation, hiring*

**Step 1:** preliminary reception of applicants

**Step 2:** review of application blanks/screening interviews

- Weighted application blank (WAB): job application form in which various items are given differential weights to reflect their relationship to criterion measure
- Biographical information blank (BIB): type of application that uses multiple choice format to measure education, experiences, opinions, attitudes, and interests

**Step 3:** administration of employment tests

- Employment tests: assess the probable match between applicants and job requirements
- E.g. paper-and-pencil vs. exercises; personality tests, aptitude tests
- **Reliability:** ability to yield consistent results over repeated measures; also internal consistency
- **Validity:** accuracy and relationship to job-relevant criteria

- **Predictive validity:** empirical approach; correlates predictor and criterion scores; test given to group of applicants then their performance is measured after they have been hired/have mastered the job
- **Concurrent validity:** empirical approach; measures predictor and criterion scores concurrently; test present employees and correlate with measures of their performance
- **Content validity:** rational approach; examine the extent to which selection device includes elements of the job domain
- **Construct validity:** rational approach; seeks to establish a relationship to a construct, attribute, or quality related to job performance
- **Differential validity:** should have separate validation studies for different subgroups (e.g. females and visible minorities) to discover if a test is valid for various subgroups

- Psychological tests: measure personality or temperament; validity suffers because exact relationship between personality and performance is unknown or nonexistent
- Knowledge tests: measure a person's information or knowledge; more reliable than personality test
- Performance tests: measure ability of applications to perform specific components of the job
- Assessment centre (AC):
  - standardized form of employee appraisal
  - relies on several types of evaluation and multiple assessors
  - often assess present skills and future potential
  - intellectual ability, work & career orientation
- Computer-interactive tests: use computer simulations that can measure skills, comprehension, spatial visualization, judgment...
- Integrity tests: measure honesty and trustworthiness

- Graphic response tests: measure honesty by measuring body responses e.g. polygraph
- Attitude tests: learn applicant's attitudes about job-related subjects

#### Step 4: verification of references

- Personal reference: attest to sound character; usually provided by family or friends
- Employment references: evaluation of employee's past work performance and job-related behaviours
- Reference letters: written evaluation of person's job-relevant skills, past experience, and work-relevant attitudes
- How to get the truth out of references:
  - Use the phone
  - Ask direct questions
  - Combine with other predictors
  - Use credible sources only
  - Note frequency of job changes
  - Watch out for phrases with hidden meanings

#### Step 5: employment interviews

#### Step 6: realistic job previews

- Involves showing the candidate the type of work, equipment, and working conditions (before hiring decision is final)
- Attempts to prevent job dissatisfaction by providing realistic insight into the job, to set realistic expectations (reduces turnover)

#### Step 7: medical evaluation

- Assessment of physical and/or mental health through self reports or medical examination by a physician
- Drug tests: whether a job applicant uses marijuana, cocaine, or other drugs; must show relationship or rational connection to job performance for drug testing to be lawful

#### Step 8: hiring decision

- Tradeoffs among predictors
- **Subjective approach:** subjectively evaluate all of the information and come to an overall judgment based on all predictors; may prioritize one predictor over another
- **Multiple cut-off approach:** scores are set for each predictor and applicants evaluated on a pass-fail basis
- **Compensatory approach:** a higher score on a predictor may compensate a lower score on another
- **Multiple hurdles approach:** applicant needs to pass one predictor before they move on to the next

Employment contract: include probationary period, start date, terms of employment, reasonable restrictive covenants (confidentiality, non-compete), termination procedures

#### INTERVIEWS

Formal, in-depth conversation to assess the appropriateness of the applicant for the job

- Allow a personal impression (personality match)
- Can sell the job to the candidate and answer their questions

Unstructured interviews: few planned questions; enable interview to pursue responses in depth – help interviewees solve personal problems or understand why they are not right for a job

Structured: predetermined checklist of questions – useful for valid results, especially when dealing with large number of applicants

Mixed: combination; what is usually done in practice – realistic approach; yields comparable answers plus in-depth insights

Stress-producing: harsh, rapid-fire questions to upset the applicant – for stressful jobs, such as handling complaints

Computer-assisted: use of computers to electronically profile job candidates and screen new hires

Video interview: solicited videos of a candidate's response to provided questions

Behavioural description:

- How job applicants responded to specific work situations in the past
- Questions are limited to actual behaviours
- Evaluation is on the solution and approach of applicant
- Best predictor of future behaviour is their past behaviour in a similar circumstance
- – To understand applicant's past work behaviour and abilities under specific work situations

Situational:

- Assess likely future response to specific situations
- Focus on important situations likely to arise on the job and what the applicant would do
- "Behavioural intentions"
- – To understand behavioural propensities

### **Interview process**

1. Interviewer preparation
2. Creation of rapport
3. Information exchange
4. Termination
5. Evaluation

**P-R-IX-T-E** (preparation, rapport, information exchange, termination, evaluation)

**Interviewer errors:** mistakes that reduce validity and usefulness of the job interview

- Halo effect: using limited information to bias evaluation of other characteristics
- Leading questions
- Stereotypes: prejudice against specific groups is based on stereotypical thinking
- Interview domination: e.g. overselling to the applicant, bragging about interviewer's successes, carrying on a social conversation

## 7: Orientation, Training and Development

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**Socialization:** process of adapting to an organization

**Orientation programs:** familiarize new employees with their roles, the organization, its policies, and other employees

- Reduce turnover
- Reduce errors and save time
- Develop clear job expectations
- Improve job performance
- Attain acceptable performance levels faster
- Increase organizational stability
- Reduce employee anxiety and grievances
- Reduce instances of corrective discipline measures

Cognitive dissonance: difference between what person expects to find and what they actually find

Start-up costs: additional costs associated with a new employee because they are less efficient/require more supervisory time

Orientation program contents: employee handbook, buddy system

Evaluation – reactions from new employees, effects of socialization on job attitudes and roles, economical?

**Training:** planned effort by an organization to make possible the learning of job-related behaviour (includes knowledge and skill acquired by an employee through practice)

**Development:** preparation for *future* job responsibilities

**Training system:**

- **Needs assessment:** diagnosis that presents problems and future challenges that can be met through training or development

- **Training objectives:** the desired behaviour, conditions under which it is to occur, acceptable performance criteria
- **Program content:** based on needs and learning objectives
- **Learning principles:** guidelines to the ways people learn most effectively
  - Participation
  - Repetition
  - Relevance – material is meaningful
  - Transference – application of training to job situations; evaluated by how readily the learning can be transferred to the job
  - Feedback – providing learner with information on their progress
  - Learning curve: visual representation of the rate at which one learns given material

**Training techniques:**

- Consider cost-effectiveness, desired program content, facilities, trainee/trainer preferences and capabilities, learning principles
- **On-the-job training (OJT):** learning a job by actually performing it
  - Job rotation: to cross-train employees in a variety of jobs; perform operations in an area other than assigned job
  - Apprenticeships: generally for trades people; new employee learns from a more experienced employee
  - Coaching: providing a model for new employee to observe and emulate

- **Off-the-job training**

- Lectures and video presentations: rely more on communications (rather than modelling)
- Vestibule training: utilize simulated workstations
- Role-playing: assume different identities in order to learn how others feel under different circumstances (developing interpersonal skills)
- Case study (developing problem-solving skills)
- Simulation
- Self-study and programmed learning
- Laboratory training: group training to enhance interpersonal skills; e.g. sensitivity training
- Computer-based training (CBT): use of computers to facilitate the training process (off the shelf, support, or custom courseware)
- Virtual reality: 3D environment
- Internet or web-based training (blog, RSS, podcasts, wikis, web 2.0)
- Intranet
- Videoconferencing

**Strategic HR development:** the identification of needed skills and active management of employees' learning in relation to corporate strategies

Benchmarking: comparing one's own quality and production standards with those of industry leaders

**Employee development:** enhancing an employee's future value to the organization through careful career planning – long-term process

**Developmental strategies:**

- Cognitive: knowledge, new processes  
e.g. articles, lectures, videos, university, management seminars

- Behavioural: changing behaviours (e.g. management style)  
e.g. role-playing, behaviour modelling, Leadership Grid, sensitivity training, outdoors, team-building, mentoring
- Environmental: changing attitudes and values  
e.g. job rotation, organizational development, the learning organization, temporary assignments, employee exchange programs, matrix management, project teams, internal consulting, lateral transfers, job redefinition, cross-cultural management training, diversity training
  - Learning organization: enhanced capacity to learn, adapt, and change
    - Systems thinking
    - Personal mastery
    - Mental models
    - Shared vision
    - Team learning

Knowledge management: making use of employees' knowledge [technology expert, cataloguer/archivist, guide, scout, research librarian, analyst, debriefer]

Competency framework: skill, knowledge, and behaviours that distinguish high performance in a broad role, function, or level

**Evaluation:**

- Criteria:
  - Reaction
  - Knowledge
  - Behaviour
  - Organizational results
- Evaluation methodology:
  - Criteria > pre-test > training/development > post-test > transfer to the job > follow-up studies
  - Cost-benefit analysis

## 8: Performance Management

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**Performance management:** use of performance data to effect organizational culture, systems, and processes, set goals, allocate resources, affect policies and programs, and share results

**Performance appraisal:** process by which organizations evaluate employee job performance; uses include:

- Performance improvement
  - Compensation adjustments
  - Placement decisions
  - Training and development needs
- Identify performance-related criteria
  - Measure those criteria
  - Give feedback to employees and HR department

**Performance standards:** benchmarks against which performance is measured; should be related to desired results of each job

**Performance measures:** ratings used to evaluate employee performance; must be easy to use, reliable, and report on critical behaviours

### **Rater bias:**

- Halo effects
- Error of central tendency: evaluating employees as neither good nor poor (avoiding extremes)
- Leniency bias: rating employees higher than their performance justifies
- Strictness: lower than performance justifies
- Personal prejudice: rater's dislike for person or group
- Recency effect: rater allows recent employee performance to sway unduly the overall evaluation

Characteristics of effective system:

- Validity
- Reliability
- Input into system development (employee participation)
- Acceptable performance standards
- Acceptable goals
- Control of standards (jobs are interdependent; have to rely on others for performance)
- Frequency of feedback
- Rater training
- Ratee training
- Input into appraisal interview process
- Appraisal consequences
- Different sources (raters)

### **Past-oriented appraisal methods:**

*Noncomparative –*

- Rating scale: rater provides a subjective evaluation of an individual's performance along a scale from low to high
  - Based on opinion of the rater – may be biased
  - Standardized so criteria may not be directly related to job performance
  - Inexpensive, little training or time needed, can be applied to a large number of employees
- Critical incident method: rater records statements that describe extremely effective or ineffective behaviour related to performance
  - Incidents usually recorded by supervisor as they occur during the evaluation period (can be difficult)
  - Useful for giving job-related feedback, reduces recency bias

- Behaviourally Anchored Rating Scales (BARS): rate employees along a rating scale by means of specific behaviour examples on the scale
  - Reduce subjectivity and biases
  - Based on descriptions of effective and ineffective behaviour
  - Job-related behaviours, practical, standardized
  - Only look at specific, limited number of behaviours
  - Behaviour Observation Scale (BOS): measures frequency of observed behaviours based on critical incidents
- Performance tests and observations: test of knowledge or skills; should be under circumstances likely to be encountered

#### *Comparative –*

- Ranking method: ranking employees from best to worst
  - Easy to administer but do not know relative rankings (how much better/how much worse)
- Forced distributions: requires raters to categorize employees
  - Usually a certain proportion in each category
  - Relative differences are unknown
  - Overcomes central tendency, leniency, and strictness

**Future oriented appraisal methods:** focus on future performance by evaluating employee potential or setting goals

- Self-appraisals: furthers self-development
- Management-by-Objectives (MBO) approach: employee and superior jointly establish performance goals for the future; employee subsequently evaluated on how well they have obtained these objectives
  - Employee motivated to achieve since they participated
  - Performance feedback should be available for employee to adjust their behaviour if needed
  - Areas of performance may be overlooked
  - Quantity more easily measured than quality

- Assessment centre technique: standardized form of appraisal that relies on several types of evaluation and several raters
  - In-depth interviews, tests, background histories, group discussions, simulated work exercises
  - To evaluate potential
- 360-degree performance appraisal: self, peer, supervisor, subordinate
- Performance appraisal software
- Balanced scorecard: integrated organizational performance measuring approach
  - Organizational learning and innovation, financial management, internal operations, customer management

Training raters: knowledge of system and its purpose

- Attention, categorization, recall, information integration

**Evaluation interviews:** performance review sessions that give employees feedback about their past performance or future potential

- Tell and sell: reviews employee's performance and tries to convince employee to perform better
- Tell and listen: allows employee to explain reasons, excuses, and defensive feelings about performance; overcome reactions by counselling
- Problem-solving: identify problems that are interfering with performance, then remove deficiencies through training, coaching, goal-setting

## 9: Compensation Management

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Appropriate compensation helps improve employee performance, motivation, and satisfaction

Compensation objectives:

- Acquire qualified personnel
- Retain present employees
- Ensure equity – jobs of similar value get similar pay
  - Internal equity (aka internal consistency)
  - External equity: rate perceived to be fair compared to market
- Reward desired behaviour
  - Good performance, loyalty, new responsibilities, etc.
- Control costs
- Comply with legal regulations
- Further administrative efficiency

Phases of compensation management:

### 1. Job Analysis (Identify and Study Jobs)

- Position descriptions
- Job descriptions
- Job standards

### 2. Job Evaluation (Internal Equity)

- Systematic process to determine relative worth/value of jobs
- Assessing job content and ranking jobs according to a consistent set of job characteristics and worker traits
- Determine which jobs should be paid more than others
- Subjective; done by compensation specialists and representatives of line management

- Job ranking
  - Jobs are ranked subjectively according to their overall worth to the organization
  - Simplest and least precise
- Job grading
  - Assigns jobs to predetermined job classifications according to their relative worth
- Point system
  - Assesses the relative importance of the job's key factors in order to arrive at the relative worth
  - Most commonly used; provides (relatively) best information about job values

### *Point system steps*

- Step 1: Determine compensable factors
- Step 2: Determine levels (or degrees) of factors
- Step 3: Allocate points to subfactors
- Step 4: Allocate points to levels (degrees)
- Step 5: Develop the point manual
- Step 6: Apply the point system

### 3. Wage & Salary Surveys (External Equity)

- Study made of wages/salaries paid by other organizations within the employer's labour market
- Labour Canada, HRSDC, employer associations, professional associations, self-conducted surveys
- Gives us the rate for key jobs in the labour market

#### 4. Pricing Jobs (Matching Internal and External Worth)

- Pay levels
  - Establishing appropriate pay level for each job
  - Reflects relative worth (from ranking in job evaluation) and absolute worth (what labour market pays)
  - Scattergram graph: plot total points and wage level for each key job
  - Key job: jobs that are similar and common in the organization and its labor market
  - Wage trend-line: drawn based on key jobs; other jobs wage level can then be determined
- Compensation structure
  - Grouping pay levels into a structure that can be managed effectively
  - Jobs lumped together into job classes based on their points
  - Each job class receives the same wage rate or rate range

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Merit raise: pay increase given to individual workers according to their performance evaluation

Prevailing wage rates: some jobs must be paid more than their relative worth because of market forces

- Red-circled rate: higher than the contractual or formerly established rate for the job (demand much higher than supply)
- Silver-circled: more than max salary level to employees with long job tenure
- Gold-circled: merit raises beyond established range

Union power: unions may use their power to obtain wage rates out of proportion to their relative worth (less expensive to pay higher rate than go through a strike); union can sometimes raise prevailing rates

Productivity: company cannot pay workers more than they contribute through productivity; companies may need to redesign, train new workers, or automate if jobs are not productive

Wage and salary policies:

- E.g. giving non-union members the same raise as unionized workers
- E.g. paying a premium above the prevailing wage rate to minimize turnover/recruit best workers
- E.g. automatic cost of living clauses for automatic raises
- Compa-ratio: salary of employee / midpoint of the pay grade
  - Midpoint is a benchmark for salary decision criteria such as performance, tenure, and experience
  - Can also compute group compa-ratio based on average of salaries paid

Government constraints:

- Canada Labour Code: sets requirements for minimum wage, overtime, equal pay, child labour, record keeping
- Minimum Wages Act
- Fair Wages and Hours of Labour Act: for contracts made with the Government; must pay fair wages and establish 8-hour work day
- Staff records: must provide information relating to wages, hours of work, holidays, annual vacation, and conditions of employment when demanded by Ministry of Labour / province
- Minimum wage criticism: increases cost of production and increases unemployment

**Pay equity:** policy to eliminate the gap between income of men and women, ensuring that salary ranges correspond to the value of work performed

- Canadian Human Rights Act
- Beyond equal pay for equal work → equal pay for work of equal value

- Principle of equal pay for men and women in jobs with comparable content; based on criteria of skill, effort, responsibility, and working conditions
- Reasonable factors for differences in wages (if applied consistently and equitably):
  - Performance ratings
  - Seniority
  - Red-circling
  - Rehabilitation assignment
  - Demotion pay procedures
  - Phased-in wage reductions
  - Temporary training positions

#### Pay-for-Performance Model

- Incentive pay: compensation that is directly tied to an employee's performance/productivity
- Better performance is reinforced on a regular basis (quick and frequent)
- Standards and results must be measured – can be difficult
- Group pressures may restrict output of quick workers
- Focuses on one output, sometimes at the exclusion of other dimensions

#### *Individual incentive plans*

Piecework: compensate workers for each unit of output

- May be difficult to measure the worker's contribution
- Worker may be unable to control rate of output

Production bonuses: provides additional compensation when they surpass stated production goals (in conjunction with base wage rate/salary)

Commissions

Executive incentives: stock options, cash bonuses... related to performance of the organization

#### *Team (or group) based pay*

Team results

Production incentive plans

Profit-sharing plans: employer pays compensation or benefits to employees based on the profits of the company

- Effectiveness may suffer because profitability is not always related to employee performance
- E.g. recession or competitors
- Difficult for employees to perceive their efforts as making much difference
- Create a sense of trust and feeling of common fate
- Tends to contribute to higher motivation and productivity

Employee stock ownership plans (ESOP)

- Give employees ownership and voting power for major decisions

Cost-reduction plans

- Focus on something employees can influence (costs) rather than profitability
- Scanlon plan: bases bonuses on improvements in labour costs
- Rucker and Improshare plans

Nonmonetary rewards

Pay secrecy: not to discuss or publish individual salaries

#### **Skill or knowledge based pay**

Autonomous work groups: variety of arrangements that allow employees to decide democratically how they will meet their group's work objectives

## Variable pay

- (1) To improve business performance through changed employee behaviour
- (2) To keep compensation competitive
- (3) To control labour costs

Performance-linked and reward must be re-earned every year

## Total reward model

- Compensation, benefits, social interaction, security, status, recognition, work variety, workload, work importance, authority, control, autonomy, advancement, feedback, work conditions, development opportunities

**Broadbanding:** consolidation of a large number of pay grades into a few “broad bands”

- Assists in flattening large, hierarchical organizations
- Encourages employees to broaden skills and abilities
- Deemphasizes promotion
- Eases internal transfers
- Simplifies paperwork

Tailor made perks: allow employees to choose their rewards

## Organizational strategy

- Motivating performance
- Identifying valued rewards
- Relating rewards to performance
- Setting performance goals
- Motivation and punishment
- Motivating knowledge and skills development
- Fostering attraction and retention

## 10: Employee Benefits and Services

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Pay = direct compensation

Benefits = indirect compensation

**Societal objectives** – financial security for employees against illness, disability, and retirement

**Organizational objectives** – reduce fatigue, discourage labour unrest, aid recruitment, reduce turnover

**Employee objectives** – lower cost and availability of benefits

Legally required benefits:

- Financial security
  - CPP / QPP: contributory plans
    - Portability: not affected by changes of job or residence
  - EI: alleviate financial problems of workers during transition from one job to another
  - Workers compensation: for injuries sustained by workers in the course of their employment; collective for all employers
  - Health insurance plans: health and medical insurance provided by provincial governments with assistance from the federal government
  - Holidays and vacations: 2-week minimum

## Voluntary benefits

- Insurance benefits – spread the financial risk encountered by employees and their families by pooling funds in the form of insurance premiums
  - Life insurance
  - Health-related insurance
  - Group life and disability insurance
  - Dental insurance
  - Salary continuation plans
    - Short-term disability: crediting a number of days to be used as sick leave
    - Long-term disability: longer period and pay the employee a smaller amount of employee's working income

## Employee security benefits

### Employment income security

- Severance pay: upon separation from a company
- GAW – guaranteed annual wage: employer assures employees they will receive GAW regardless of layoffs or lack of work
- SUB – supplemental unemployment benefit: compensation for wage loss to laid-off workers

### Retirement security

- RPP

### Paid time-off benefits

- On-the-job breaks
- Paid sick leave
- Holidays and vacations

## Employee services

- Educational assistance
- Financial services: e.g. employee discount plans, stock purchase programs
- Social services
  - EAP – employee assistance program: comprehensive company program that seeks to help employees and their family members overcome personal and work-related problems
  - Relocation program
  - Online service delivery