

HR Definitions

HRM Functions: management of people to drive successful performance and achieve strategic goals

Operational HRM: managements of workers' compensation issues, pay, benefits

Strategic HRM: help companies best meet the needs of their employees while promoting company goals

Human Capital: knowledge, education, training, skills, and expertise of organization's workforce

Outsourcing: practice of contracting with outside vendors to handle specified business functions

Strategy: company's plan for how it will balance internal strengths and weaknesses with external opportunities and threats to maintain competitive advantage

Environmental Scanning: identifying/analyzing external opportunities that may be crucial to organization's success

Metrics: stats used to measure activities and results

Balanced Scorecard: measurement system that translates an organization's strategy into a comprehensive set of performance measures

Productivity: ratio of output to inputs

Contingent Workers: workers who do not have regular full-time employment status

Globalization: emergence of single global market for most products and services

Organizational Culture: core values, beliefs, and assumptions that are widely shared by members of an organization

Organizational Climate: prevailing atmosphere that exists in an organization and has its impact on employees

Empowerment: providing workers with the skills and authority to make decisions that are traditionally be made by managers

Scientific management: process of analyzing manufacturing processes, reducing production costs and compensating employees based on performance levels

Human relations movement:

Labour Standard Legislation: establishes minimum employee entitlements and set a limit on maximum number of work hours permitted per day/week

Charter of Rights and Freedom: guarantees fundamental freedoms to all Canadians

Canadian Human Rights Act (1977): jurisdictions specific legislation that prohibits intentional and unintentional discrimination in employment situations and in delivery of goods/services

Employment Equity Act (1986): intended to remove employment barriers and promote equality for the members of the four designated groups (women, Aboriginals, visible minorities, people with disabilities)

PIPEDA: Personal Information Protection and Electronic Documents Act governs collection, use and disclosure of personal information

Pay Equity Act: equal compensation for the work of same value for both men and women

Discrimination (direct and indirect):

- Direct: discriminating against protected characteristics – age, gender, disability, sexual orientation, marital status, maternity, race, religion, and sex
- Indirect: when an organization's practice disadvantages people who share certain protected characteristics

BFOR: bonafide organizational requirements – all listed qualifications based on current job duties and design

Duty to accommodate: employer's obligation to take steps to eliminate different and negative treatment of employees based on prohibited grounds of discrimination

Sexual Harassment: unwelcome behaviour that demeans, humiliates, or embarrasses a person and that a reasonable person should have known would be unwelcome

Glass ceiling: invisible barrier caused by attitudinal or organizational bias that limits advancement opportunities of qualified individuals

Occupational segregation: existence of certain occupations that have traditionally been male dominated and others that have been female dominated

Underemployment: those that are unable to obtain employment that takes full advantage of their knowledge, skills, and abilities (KSA)

Utilization analysis: equal opportunity data used as tool for assessing the available workforce. Main goal is to ensure equal access and equal opportunities for all workers

Reverse Discrimination: discrimination against members of a dominant or majority group

Diversity Management: addressing and supporting multiple lifestyles and personal characteristics within defined group. Management activities include educating the group and providing support for acceptance of and respect for various racial, cultural, societal, geographical, economical, and political backgrounds

Job Analysis: procedure for determining tasks, duties, and responsibilities of each job, and the human attributes (in terms of KSA)

Job Description: list of duties, responsibilities, reporting relationships, and working conditions of a job

Job Specification: list of "human requirements"; the requisite KSA needed to perform the job

Job Design: process of systematically organizing work into tasks that are required to perform a specific job

Qualitative job analysis techniques: interview, observations, diary log, National Occupation Classification (reference tool for writing job descriptions/specifications)

Quantitative job analysis techniques: questionnaires (ie. Position Analysis Questionnaire – PAQ)

Job Satisfaction: how content an individual is with his/her job based on whether they like the job or individual aspects or facets of a job, such as nature of work or supervision

Industrial Engineering: study concerned with analyzing work methods; making work cycles more efficient by modifying, combining, rearranging, or eliminating tasks; and establishing time standards

Job Enlargement: aka horizontal loading. Assigning workers additional tasks at the same level of responsibility to increase number of tasks they have to perform

****Job extension:**

Job rotation: involves systematically moving employees from one job to another

Job enrichment: aka vertical loading. Adding more meaningful tasks/duties that make the job more rewarding or satisfying

Flex time: variable work schedule

Job sharing: strategy that involves dividing the duties of a single position between two or more employees

****Distributed work:** working remotely but still able to access all of the company's resources and software

Team-based job design: job design that is more geared towards cohesion rather than individual tasks

Ergonomics: interdisciplinary approach that seeks to integrate and accommodate the physical needs of workers into the design of jobs

Competencies: demonstrable characteristics of a person that enable performance of a job

Competency-based job analysis: describing job in terms of measurable, observable behavioural competencies an employee must exhibit to do a job well

Cognitive task analysis: task analysis aimed at understanding tasks that require more cognitive activity from the user, such as decision-making, problem solving, memory, etc...

Strategic job analysis: process of specifying tasks to be performed and the KSA required to effectively perform those tasks

Organizational structure: formal relationships among jobs in an organization

Organizational chart: “snapshot” of the firm, depicting the organization’s structure at a point in time

Job: consists of a group of related activities and duties, clear and distinct from other jobs. Can be held by single employee or a number of incumbents

Position: collection of tasks and responsibilities performed by one person

Physical demands analysis: identification of the senses used and the type, frequency, and amount of physical effort involved in a job

Human resource planning: process of reviewing HR requirements to ensure that the organization has the required number of employees with the necessary skills to meet its strategic goals

Forecasting labour demand: demand > supply = shortage (ie. Companies demand more than workers available)

Forecasting labour supply: supply > demand = surplus (ie. More candidates than job openings/positions)

Trend analysis: study of a firm’s past employment levels over a period of years to predict future needs

Ratio Analysis: forecasting technique for determining future staff needs by using ratios between some causal factor (such as sales volume) and number of employees needed

Scatter Plot: graphical method used to help identify the relationship between two variables

Regression Analysis: statistical technique involving use of mathematical formula to project future demand based on an established relationship between an organizations employment level (dependent variable) and some measurable factor of output (independent variable)

Nominal Group Technique: decision making technique that involves group of experts meeting face to face. Steps include independent idea generation, clarification and open discussion

Delphi technique: judgmental forecasting method used to arrive at a group decision, typically involving outside experts as well as organizational employees. Ideas are exchanged without face-to-face interaction and feedback is provided and used to fine tune individual judgments until consensus is reached

Managerial judgement: central to qualitative forecasting and plays key role in quantitative techniques. Judgment is used to modify forecast based on anticipated changes

Staffing table: pictorial representation of all jobs within the organization, along with the number of current incumbents and future employment requirements

Succession planning & charts

- Planning: process of ensuring a suitable supply of successors for current and future senior positions or key jobs so that careers of individuals can be planned and managed
- Charts: visual representation of succession planning

Replacement charts: visual representation of who will replace whom in the event of a job opening (likely internal candidates are listed along with age, performance rating, and promote-ability status)

- Different from succession charts because SC is for senior/key positions, whereas RC is for general positions

Skills inventories & management inventories

- Skills: manual/computerized records summarizing employees’ education, experience, interests, skills, etc... Used to identify internal candidates eligible for transfer or promotion
- Management: records summarizing qualifications, interests, and skills of management employees, along with number and types of employees supervised, duties of each employee, total budget managed, previous managerial duties, and training received

Transitional matrix: organization creates matrix that forecasts internal labour supply by specific categories, such as position and gender

Hiring freeze: openings are filled by reassigning current employees. No outsiders hired

Attrition: separation of employees from an organization because of resignation, retirement, or death

Work sharing: employees work 3-4 days a week and receive EI benefits on their non-workday(s)

Reduced work week: employees work fewer hours and receive less pay

Layoff: temporary or permanent withdrawal of employment to workers for economic or business purposes

Termination: permanent separation from the organization

Severance package: lump-sum payment and continuation of benefits for a specified period of time at termination

Survivor sickness/syndrome: negative emotions experienced by employees after major restructuring; can include feelings of betrayal, guilt/detachment, and can result in stress symptoms

Transfer: movement of an employee from one job to another that is relatively equal in pay, responsibility or organizational level

Promotion: movement of employee from one job to another that is higher in pay, responsibility, or organizational level. Usually based on merit or seniority/combination of both

Early retirement buyout programs: strategies used to accelerate attrition that involve offering attractive buyout packages or opportunity to retire on full pension with attractive benefits package

Compressed workweek: work less days a week, but work more hours on work days to compensate

Flex-year: employees work less than 12 months, but paid over a 12-month period. Used when organizations want to make more efficient use of service

Recruitment: process of searching out and attracting qualified job applicants (begins with identification of position that needs staffing, completed when resumes or application forms are received)

Recruiter: specialist whose job it is to find and attract capable candidates

Employer branding: image or impression of an organization as an employer based on the benefits of being employed by the organization

Internal recruitment: recruiting from within

- Job posting: notifying current employees about vacant positions
- HR records: consulted to ensure qualified individuals are notified
- Skills inventories: used as a supplement to ensure internal candidates are identified and considered for transfer or promotion

External recruitment: outside replacement eventually needed once all eligible employees have been given opportunity for transfer or promotion

Yield ratio: percentage of applicants that proceed to the next stage of the selection process

Want ad: recruitment ad describing job and its specifications, compensation and hiring employer

Blind ad: recruitment ad in which identity and address of employer are omitted

Nepotism: preference for hiring relatives of current employees

Contract workers: employees who develop work relationships directly with employer for a specific type of work or period of time

Weighted application blank: assignment of numeric values or weights to responses provided by applicants. Items that have strong relationship to job performance are given high scores

Biographical information blank: detailed job application form requesting biographical data found to be predictive of success on the job pertaining to background, experiences, and preferences

****Applicant reactions**

Selection

Reliability: consistency in measurement

- inter-rater reliability: two different people with two different views have high inter-rater reliability if they agree on the same topic (ie. Two different doctors give the same diagnosis/conclusion to a patient with a certain condition)

Validity

- Criterion: items on a test resemble the characteristics of the concept (ie. Does it match the "standard" or "control group" society has established)
- Predictive: extent to which a score on a test/scale predicts scores on some criterion measure

- Concurrent: type of evidence that can be gathered to defend the use of a test for predicting outcomes
- Content: contains all possible elements related to the topic (ie. Don't just ask about sadness when talking about depression) or at least a representative sample (choosing most applicable topics from each chapter for an exam)
- Construct: evaluating the extent that the test is within a specific theoretical framework (ie. Can we say for sure that these factors are related to our concept?)
- Differential: confirmation that the selection tool accurately predicts the performance of all possible employee subgroups (ie. White males, women, visible minorities, etc...)

How validity/reliability are inter-related: just because something is valid does not mean it's reliable. Ie. You can do a test to determine whether someone can do basic math (a valid measure) but it may not be reliable to determine someone's performance if their sole task is to carry boxes. Thus, a valid measure should be reliable (or vice versa) in determining whether or not a candidate is the right fit for the organization

Utility: cost of a method should be less than the benefits of hiring an employee

****Applications**

****Resumes**

****Aptitude Tests**

Work samples: looking at past work as an indicator for future performance (ie. Artist's paintings/drawings)

Cognitive ability test: measure verbal skills, quantitative skills, and reasoning abilities

Physical ability test: measure physical strength and endurance

Personality tests: CANOE: conscientiousness, Agreeableness, Neuroticism (emotional stability), Openness (to new experience), Extraversion

EI testing: ability to monitor one's own and other people's emotions, to discriminate between different ones and label them appropriately, and to use emotional information to guide thinking and behaviour

Integrity testing: test the likelihood employees will engage in dishonest behaviour

Alcohol/drug testing

Genetic testing: test for genetic disorders → controversial

Interviews

- Unstructured: interview conversation takes its natural course (questions come up as interview goes on)
- Structured: set of standardized criteria to be used on all applicants
- Behavioural: basing past performance to predict future success
- Situational: candidate asked specific questions in hypothetical situations
- Panel: multiple interviewers

Multiple hurdle strategy: having a "cutoff" score at each predictor, and if an applicant fails to reach the cutoff score, he/she is eliminated from employee selection

Reference check: source of professional information about candidates

Background check: criminal check

Primacy/recency error

- Primacy: bias towards first impressions
- Recency: bias towards most recent impressions

Similar to me error

- Bias towards those who have things in common

Contrast error

- error caused by the effect of the previously interviewed applicant

Halo error

- error of rating one characteristic based on another (you may lack requisite knowledge but because you were so enthusiastic, interviewer may give more weighting to that rather than the lack of knowledge)

Selection ratio: refers to ratio of the number of job positions to the number of job applicants

Management assessment centre: procedure used to assess management potential, using combination of realistic exercises, management games, presentations, etc...

Micro-assessment: series of verbal, paper-based, or computer based questions that a candidate is required to complete, covering range of activities required on the job

Realistic job preview: used in simulations by exposing candidates to the types of activities they will encounter on the job

****What constitutes a test in Canadian employment law**

****System approach to training**

- analyze needs
- design the training
- develop the materials needed
- implement the training
- evaluate for ongoing improvement

Needs assessment

- **Organization analysis:** examine the environment, strategies, and resources of organization to determine need for training
- **Task analysis:** process of determining the content of a training program based on a study of tasks and duties involved in a job (ie. Job analysis)
- **Person analysis:** determine individuals who need training

Program design: instructional objectives, trainee readiness and motivation, principles of learning, characteristics of successful trainers

Validation/implementation: main objective is choosing the instructional method

- **Evaluation**
- **On-the-job training**
- **Classroom instruction**
- **Simulations**
- **Case studies**
- **Role plays**
- **E-learning:** delivery of learning opportunities and support via computer

Training in Canadian Organizations

- **Orientation training:** aka onboarding. Procedure for providing new employees with basic background information about the firm and job
- **Diversity training:** enhances cross-cultural sensitivity among supervisors and non-supervisors, with the aim of creating more harmonious working relationships
- **Sexual harassment training:** training on what it is, how to identify it, and how to avoid doing it
- **Team training**

Reality shock: aka cognitive dissonance. State that results from the discrepancy between what the new employee expected and the realities

Socialization: ongoing process of instilling all employees the prevailing attitudes, standards, values, and patterns of expected behaviour

Apprenticeship training: apprentices build their careers from this. Training is done while working for an employer who helps them learn their trade in exchange for their continued labor for an agreed period after they have achieved measurable competencies

****AV techniques:** using audio/visual methods to train (ie. Language teaching programs)

****Controlled experimentation:** everything is held constant except for one variable. Set of data is taken from a "control group" to draw comparisons to

Transfer of training: effect that knowledge or abilities acquired in one area can be applied to other areas