



Acquisition

Process of one corporate entity
acquiring control of another
corporate entity by purchase or
trades stock.



AAP Placement Goals

Objectives to improve problems identified by analyses, audits, or reports.



Abstract Conceptualization

Encourages learners to develop their critical learning abilities by showing relationships between experiences and thoughts.

Affordable Care Act (ACA)

Ensures that people with a preexisting condition have access to health insurance coverage and are not charged more because of their preexisting condition; allows parents to add or keep their children on their health insurance policy until their children turn 26 years old; requires several preventative services to be at no cost to the insured; requires individuals to maintain minimum essential coverage and requires large employers to provide affordable health insurance benefits to their employees.



Business Continuity

Process by which an organization plans and makes preparations on how to overcome emergencies and be able to get back to it's regular activity within a short period.



Assets

The resources owned by an
organization.



Acceptance

Acceptance of an agreement if both parties state that they have understood and have nothing against the offer in question.



Active Experimentation

Learning and Development

Giving adult learners a chance to put their newly acquired skills to the test in a corporate setting.

Alderfer's ERG Theory

Total Rewards

Motivational theory that proposes that people have three basic needs sets: existence needs, relatedness needs and growth needs.

Clayton Act

Defines trade-restrictive activities; exclusive dealings, price discrimination, limiting competition.



Business Metric

A performance metric or key performance indicator. Measures progress towards a goal.



Action Planning

Identifies steps to be taken to
achieve the objectives.



Active Listening

Learning and Development

Paying attention to what is being
said.



Anomalous Salary Increase

Total Rewards

A significant salary raise to correct green circle rate employees who are paid below the minimum salary for their current role. Increases may be market-based, general or lump sum.



Code of Conduct

Defines unacceptable behavior,
insubordination.



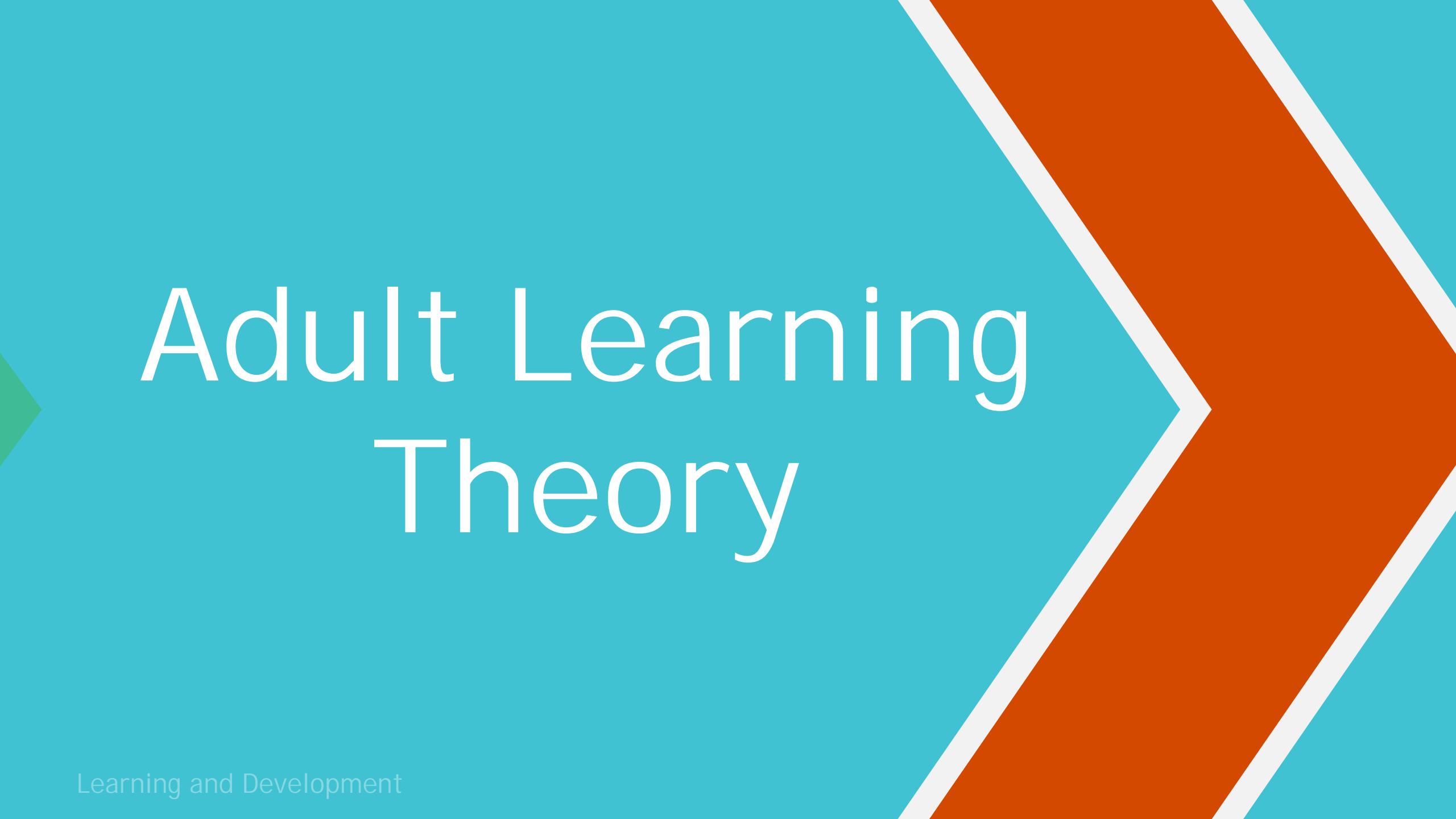
Cash Flow

Cash and cash equivalents
transferred in to and out of the
business.



Advantages of Pre-Employment Tests

Minimizes risks in the hiring
process, increases
employee retention, and results
in higher productivity.



Adult Learning Theory

Learning and Development

Refers to the teaching practices utilized in teaching adults the basics of corporate studies.

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Annual Review

Total Rewards

Evaluate wages using a
performance or seniority system.


Collective Bargaining

Reference to the negotiating process that occurs between a group of employees and their employer in resolving certain issues that arise in the course of business.



Centralization

Decision making authority is concentrated at higher levels in the organization.



Affirmative Action Plans (AAP)

A statistical analysis tool used by management to create equal employment opportunities for all applicants and employees.

Andragogy Theory

Explains the difference between
adult and child learners.



Base Pay for New Employees

Total rewards

Amount of compensation
employee will be paid for the
performance of particular job
duties.



Conflict

Any workplace disagreement
that disrupts the flow of work.



Controlling

Management process by which management ensures that strategies, tactics, and plans during the planning phase are implemented.

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Age Discrimination in Employment Act of 1967 (ADEA)

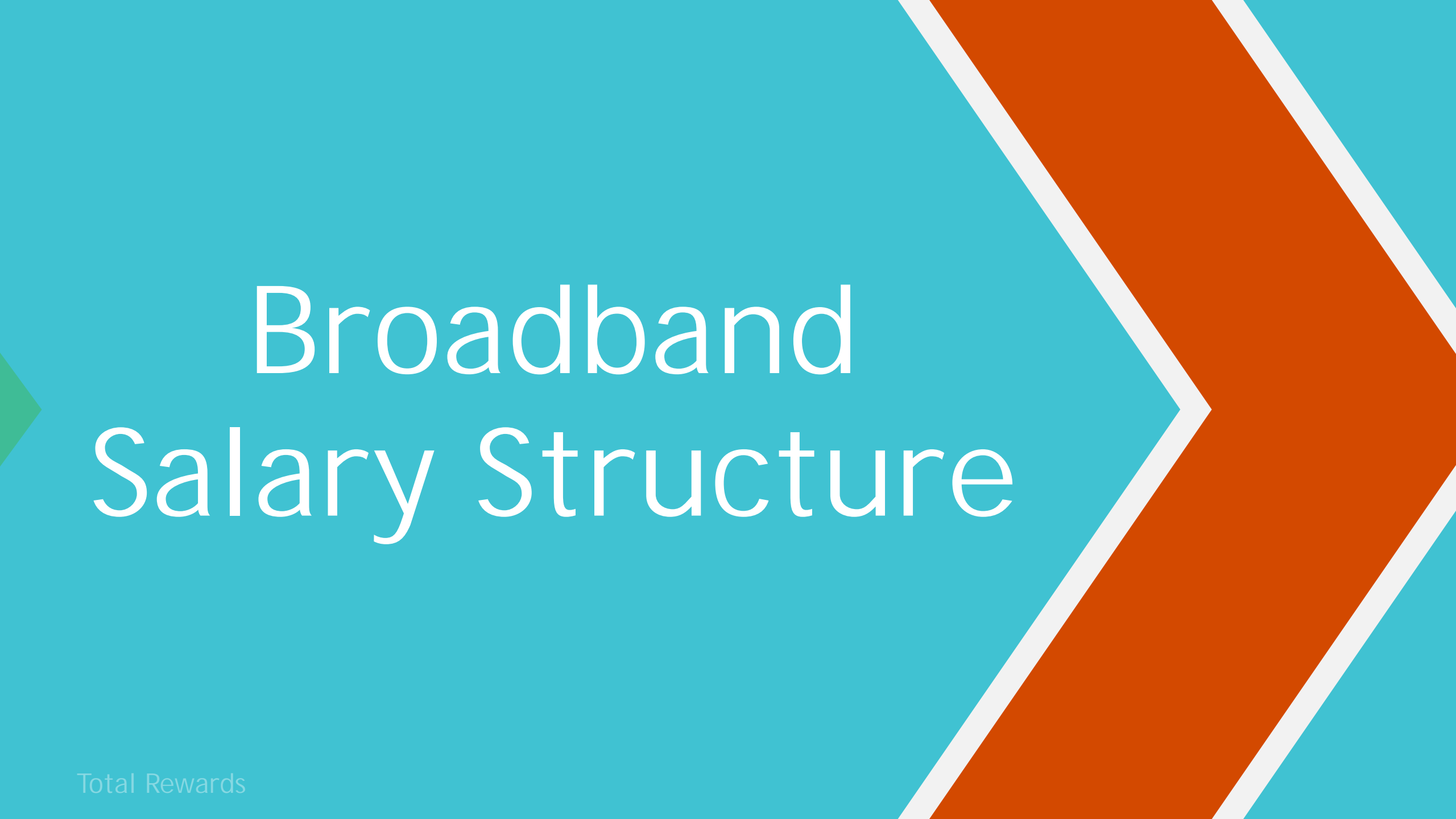
Promotes employment of older persons based on their ability rather than age; to prohibit arbitrary age discrimination in employment, to help employers and workers find ways of meeting problems arising from the impact of age on employment.



Apprenticeship

Learning and Development

Allows employers to shape
inexperienced employees to fit
current and future positions.



Broadband Salary Structure

Total Rewards

Pay grades are consolidated into just a few levels, with wider salary ranges. Broadbanding gives companies more flexibility and reduces some of administrative burden of maintaining a separate pay grade for each position.

Consumer Credit Protection Act

Sets limits on the percentage of wages or salaries to be held in a week by an employer to satisfy creditors.



Coordinating

Making sure resources are
functioning as planned.


Alternative Recruiting

Methods to expand the pool of qualified candidates. I.e. Interns, telecommuters, job sharing, temporary employees, contract workers, and seasonal workers to perform specific tasks for the organization.



Auditory Learner

Learns by hearing rather
than by seeing or using.



Compensable Factors

Total Rewards

The basis for which employee salary and wages are determined. E.g.: experience, education, responsibility, knowledge.

Commitment Analysis

Mission statement about
each job is developed.




Decentralization

Decision-making authority is distributed to employees throughout the organization.

Alternative Staffing Organizations (ASOs)

Is an employment strategy that combines a staffing business model with supportive services to help job seekers with obstacles to employment enter and advance in the workforce.



Blake and Mouton Managerial Grid

Identifies five leadership styles
based on the
concern for people and
production.



Cost of Living Adjustments (COLA)

Total Rewards

Adjustments made during periods of high inflation or costs; COLAs are typically equal to the percentage increase in the consumer price index (CPI) for a specific geographic region and period of time.



Copeland “Anti-Kickback” Act

Prohibits any form of bribery by employees to federal contractors and sub-contractors to gain employment.



Directing

Management process by which managers instruct, oversee, and guide the performance of employees to achieve predetermined goals.



Alternative Staffing

Staffing practices that expands
the pools of applicants.



Brainstorming

Managers coming together and
laying thoughts on the table to
solve a problem.



Defined-Benefit Plan

Total Rewards

Traditional pension plan in which the employer provides a specific amount of money each month after retirement.



Data Backup

Process where certain information is copied into a different file, normally an archive, which can be used to restore the data in case the original data is lost.



Divisional Structure

an organizational structure by which the executive of the division is responsible for the business functions in their assigned division.



Altruism

Talent Planning and Acquisition

Acting out of concern for
another's wellbeing.



Branding

Learning and Development

What gives an organization its
unique identity.



Defined Contribution Plan

Total Rewards

The employer contributes a specific amount of money into a retirement account for the employee.



Data Erasure

Method that overwrites and destroys any electronic information stored in a hard disk or any other storage devices to make sure any sensitive information is not lost when an asset is used elsewhere.



Due Diligence

Business Management/ Leadership and Strategy

Gathering, reviewing, and distributing legal, financial and operational information for each organization involved in a merger or acquisition.



Americans with Disabilities Act (ADA)

Prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government' programs and services.



Business Need

Helps you understand the holistic
need for the training.



Designing A Total Rewards Strategy

Total Rewards

Allocate resources, economic
effect on the cost of labor,
availability of skilled employees,
taxes and regulations.



Data Masking

Employee Labor and Relations

Involves protecting sensitive data to maintain the security of the data and hide it from unauthorized access.

Equity

Assets minus liabilities.



Application Tracking Systems (ATS)

Automates an organization's recruiting and staffing operations, and provides a central repository for candidate data—including résumés and applications.



Career Development Methods

Coaching, employee counseling
and support and training
workshops.



Direct Compensation

Total Rewards

Salary or wages plus bonuses,
overtime, special pay.



Data Security

Process of maintaining data
integrity, confidentiality, and
availability.



Establishing Strong Ethics

Business Management/ Leadership and Strategy

Setting the standard by which an organization conducts themselves through a code of ethics, code of conduct, and corporate values statement.



Aptitude Test

Designed to measure an individual's knowledge and abilities to apply skills in various areas such as math, typing, language, and reasoning.



Career Development

Learning and Development

Workforce planning process that identifies skills, knowledge, individuals, and positions critical to an organization's success.



Engaged To Be Waiting

Total Rewards

Employees who are required by the employer to remain on the employer's premises while on stand-by to perform their job duties or who are unable to attend to personal business while they are on call are engaged to be waiting. Employees are entitled to be paid for time spent engaged to be waiting.



Disaster Recovery

Entails policies, tools, and procedures that spearhead the continuation of essential technology infrastructure and system because of natural and human-induced disasters.



Ethics

Business Management/ Leadership and Strategy

Moral principles, values, practices, procedures and behaviors that influence the way individuals perform duties in a fair, proper and morally responsible manner.

Assets

Tangible or intangible items of value owned by the business.



Career Management

Learning and Development

Prepares, implements, and monitors the career path of employees while aligning with the goals and needs of the organization.



Disaster Recovery Planner

Refers to the organizations business continuity plan, which indicates the metric of recovery.

Functional Structure

Traditional hierarchical organizational structure in which communication moves from the top down and from the bottom up.



Liabilities

Money that the business owes to lenders or government for payroll taxes withheld, or employees for unused vacation time.



Career Planning

Learning and Development

Places its emphasis on planning and managing the individual employee's professional goals and skills.



Entitlement Philosophy

Total Rewards

Rewards are based on the length of employment or seniority; encourages employees to stay with the organization.



Disk Encryption

Technology that turns data or information into codes that are unreadable and can also not be decrypted easily.

Goal

Describes the direction the business will take and what it will achieve.



Attrition

To the termination of contractual
employment.



Change Management

Learning and Development

Processes and methods that modify the way an aspect of the organization functions with little harm to the organization.



Executive Compensation Program

Total Rewards

Attracts individuals to and encourages them to stay in executive positions.



Diversity

Having individuals with a set of unique qualities and traits within the same area.

Gross Profit Margin

Profitability metric used to
assess an organizations
profitability.

$$\text{GPM} = (\text{Net Sales} - \text{Cost of Goods Sold}) / \text{Net Sales}.$$

Auditing Jobs and Skills

Evaluation of potential and existing positions. It is used to ensure job duties match the appropriate job title.



Coaching

Learning and Development

Less formal but typically a highly effective method to improve employee performance that focuses on the individual needs of the employee.



Fair Labor Standards Act (FLSA)

Total Rewards

Regulates minimum wage, child labor.

Dynamic Masking

Aims to temporarily hide or replace sensitive data in transit, leaving the original at-rest data intact and unaltered.



How Bills Become Laws

Process by which a legislative proposal is passed by the Senate and House approved by the President becomes law.

Background Checks

Process a person or company uses to verify that a person is who they claim to be, and provides an opportunity for someone to check a person's criminal record, education, employment history, and other activities that happened in the past in order to confirm their validity. (see also pre-employment inquiries)

Cognitive Task Analysis

Targeted at understanding the activities that require problem-solving, decision-making, focus, memory, and judgment.

Green Circle Pay Rate


Total Rewards

A pay rate that falls below the organization's minimum pay on the pay range for a position. (Tip to remember red circle/green circle: red means "stop increasing!", green means "go pay them more!")



Emergency

Condition or circumstance that occurs that no one expects while it also requires immediate action.

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Human Resource Information System (HRIS)

Business Management/ Leadership and Strategy

An information technology system designed to carry out HR functions and activities electronically. These activities include benefits administration, payroll, time, applicant tracking, and labor management.



Behavioral Interview


Interview based on the premise
that past behavior is the best
predictor of future behaviors.



Collaboration

Learning and Development

Sharing ideas to achieve a common goal to use different strengths within individual components.



Golden Parachute

Total Rewards

Significant benefits (e.g. large bonuses, severance payments and stock options) given to top-level executives in the event that the executives' employment is terminated via merger or takeover.



Employee Assistance Programs

Help employees cope with
personal problems affecting
work.



Income Statement

Also known as a Profit & Loss statement (P&L) shows revenues and expenses and what the profits and losses were during a period of time.



Benefits

Part of an employees total compensation plan and designed to meet employees specific needs.



Communication Skills

Learning and Development

Techniques by which information
can be appropriately transmitted
and received.



Indirect Compensation

Total Rewards

Non-monetary benefit provided to employees in addition to their salary e.g., health insurance, paid sick days, paid vacation time and retirement plans.



Employee Focus Group

A small group of employees (typically less than 12) who meet to share in a guided discussion about a specific topic or provide ongoing feedback about organizational issues.



Influencing Legislation

Letters to elected officials,
meetings with officials, and
lobbying.



Best Practices

Talent Planning and Acquisition

Methods or practices that have been demonstrated to produce desired results over a period of time.



Communication

Learning and Development

Process of transferring information from one place to another, which may be with spoken word or voice, use of print media, visual or non-verbal.



Incentive Pay

Total Rewards

Pay based on employee performance, intended to incentivize employees to perform well. Typical forms of incentive pay include profit-sharing, bonus, and commission.



Employee Involvement

A strategy that includes employees as part of effective employee relations. Employee involvement includes: suggestion boxes, task force, committees, and work teams.



Liabilities

Money owed by the business to others.

Bona Fide Occupational Qualification (BFOQ)

Exists even when the trait in question is a valid and necessary job requirement.



Computer- Based Training

Learning and Development

Use of a computer for the delivery and access of training programs.



Job Analysis

Total Rewards

The process of gathering, examining, and interpreting data about a job's tasks and responsibilities; can be used to compare jobs, and determine where they fall on the pay scale.



Employee Relations

The practice of cultivating positive employment relationships that includes employee relations programs, workplace policies and procedures, and dispute resolution programs.



Management Functions

Business Management/ Leadership and Strategy

Planning, Organizing,
Coordinating, Directing, and
Controlling.

Candidate Job Satisfaction

Measures the expectations of employees about their organizations and their jobs against reality.



Concrete Experience

Learning and Development

Encourages adult learners to develop realistic scenarios during the learning process.



Job Classification

Total Rewards

Classifying jobs according to their responsibilities and job duties; does not take the individual into consideration.

Ergonomic Hazards

Cause illness or injury from
repetitive or unusual motion.



Matrix Structure

An organizational structure where an employee reports to two managers- one manager having a functional responsibility and the other manager responsible for a product line.



Candidate Tracking

See applicant tracking systems
(ATS).



Creative Problem Solving

Learning and Development

Formal process for solving a problem in an imaginative or innovative way when conventional thinking has failed.



Job Content

Total Rewards

Job factors controlled by the job holder such as performance, personal growth, meaning/impact, and achievement.



Ethics

Employee Labor and Relations

Moral principles that govern an individual's behavior or an organization in performing its mandate.

Merger

Two or more organizations combine into a single entity for the purpose of leveraging the assets into a more successful entity.



Cause Marketing

Talent Planning and Acquisition

A type of corporate social responsibility, in which a company's promotional campaign has the dual purpose of increasing profitability while bettering society.



Creativity

Learning and Development

Is the ability to think of
something new and novel, and
bring it into existence.



Job Context

Total Rewards

Job factors controlled by the employer such as work environment, supervisor, compensation, and recognition.



Fair Labor Standards Act (FLSA)

Regulates minimum wage,
child labor.



Mission Statement

Describes how the organization will achieve the vision and its fundamental purpose for those in the organization and the public.



Civil Rights Act of 1991

Was enacted to allow for
compensatory and punitive
damages in cases of intentional
discrimination.



Cross Training

Learning and Development

Method used in organizations to allow employees to learn and develop skills outside of their regular job duties or assignments.



Job Ranking

Total Rewards

Ordering jobs based on their worth to the organization relative to other jobs. Revenue-generating jobs tend to be higher on the list than non-revenue-generating jobs.



Guidelines

Employee Labor and Relations

What is recommended to be done according to the designed plan, procedures, and specification that are used to implement an organization's continuity system.



Organizing

Management process by which managers are responsible for providing a structure within which employees are able to complete their work.

Cognitive Tests

Tests that measure the
quantitative and reasoning
capacity of potential employees.



Cycling Downhill

Learning and Development

Completion of the hardest task,
then the next hardest, and so
on.

Lag- Lag Pay Strategy

Total Rewards

Lagging behind market pay rates
for a complete fiscal year.

Hardware Mechanisms

Require the physical user to key in, key out, and set various security levels as required by the administrator to ensure data protection.



Outsourcing

Business practice of contracting internal business services that are typically performed internally to outside organizations that specialize in the specific business function.



College Recruitment

Talent Planning and Acquisition

An external recruiting strategy that provides a good source of entry-level hires.



Daily Diary Technique

Learning and Development

Simple and quick way for organizations to see themselves moving forward by keeping a daily diary.



Lead- Lag Pay Strategy

Total Rewards

Leading the market with competitive pay rates for the first 6 months of the fiscal year and then lagging slightly for the remainder of the year.



Human Relations

Employee Labor and Relations

Relations between people with particular emphasis on the treatment of people in a professional context.



Planning

Management process by which managers determine what the organization is attempting to achieve and how it will achieve that goal.



Company Culture

Talent Planning and Acquisition

The values, beliefs and behaviors reflected by how employees interact and act in the organization with customers and vendors.



Demonstrations

Learning and Development

Teach employees how to use new equipment, or conduct a new process.



Lead- Lead Pay Strategy

Total Rewards

Leading the market with
competitive pay rates for the
entire fiscal year.



Inclusion

Employee Labor and Relations

Effort individuals and groups of employees put into recognizing and accepting each other's differences in culture and background.



Project Managers

Business Management/ Leadership and Strategy

Responsible for the planning, execution, controlling costs, time spent, and scope of the project.



Compensation

Is an exchange of payment from an employer for the services provided by its employees and can be monetary or non-monetary.



Develop Design

Learning and Development

Process of creating an
instructional strategy.



Maslow's Hierarchy of Needs

Total Rewards

Motivational theory that states that an individual's basic needs must be met first before the individual will be motivated to try to fulfill higher level needs. Physiological needs must be met first, then safety, then love/belongingness, esteem, and finally self-actualization.



Injury and Illness Prevention Programs

Also referred to as Voluntary Protection Programs (VPPs), techniques that work as a risk management strategy in managing liability, such as work-related injury and illnesses.



Project Managers

Business Management/ Leadership and Strategy

Responsible for the planning, execution, controlling costs, time spent, and scope of the project.

Request For Proposal

A solicitation for a third-party vendor to place bids to complete the project.



Compensation Philosophy

Directs managers on how to
create and implement reward
systems.



Drills

Employees to practice their
skills.



Monetary Compensation

Total Rewards

Tangible rewards paid to an individual in exchange for their work; e.g., wages, paid sick days, paid vacation time, retirement plans, stock options.



International Federation of the National Standardizing Associations (ISO)

Offers certification after establishing that an organization follows the right procedures regarding ethical and professional standards.

ROE (Return on Equity)

Profitability metric measuring the organization's ability to generate profit from its shareholders investments.



Competence

In contractual agreements covers the age and sanity of contracting parties.



Dual Career Ladders

Learning and Development

Allow upward mobility for employees without demanding they are placed into a manager or supervisory role.

Non Qualified Stock Option

Total Rewards

Employees and executives may
purchase stock.



Intranet

Provides employees access to information without allowing outsiders access.

ROI (Return on Investment)

A metric that determines the benefits realized as a result of investing money.



Competitive Temporary Employment

Involves an organization hiring temporary employees through an agency.



Early Career Establishment

Learning and Development

Employee learns a new job together with organizational norms and rules for fitting into the role, organization, or industry.

Non Monetary Compensation

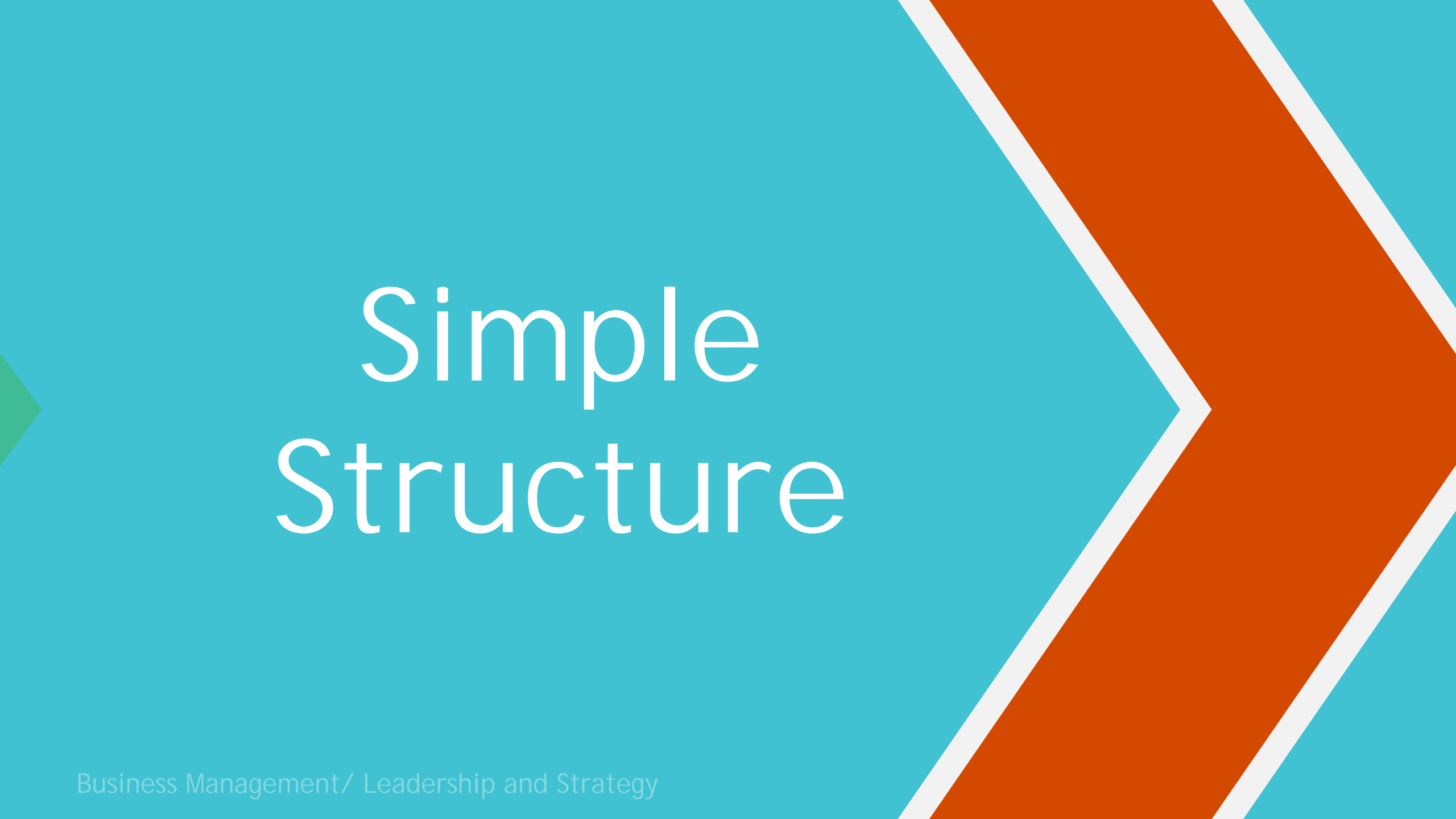
Total Rewards

Intangible compensation rewards
in a non-cash form used to
incentivize an individual to
perform work; e.g., awards,
flexible scheduling, privileges.



Internal Investigations

Process of uncovering the truth about an occurrence, mostly misconduct or fraud in an organization.



Simple Structure

An organizational structure that has one level of management.



Compilation


Focused on skills available within
the organization and the people
with these skills.

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Eisenhower Method

Learning and Development

Dictates the completion of tasks
arranged according to
importance, from the bottom up.



Non Quantitative Job Evaluation Technique

Total Rewards

Evaluates job skills and abilities
according to value, worth or
importance.

Labor- Management Relations Act (LMRA)

Prohibits unfair labor relations where membership to unions is made a requirement for an employee to get and keep a job, generally referred to as "closed shops."



SMART Goal

Goals that are Specific,
Measurable, Achievable,
Relevant, and Time-
Related.

Concurrent Validity

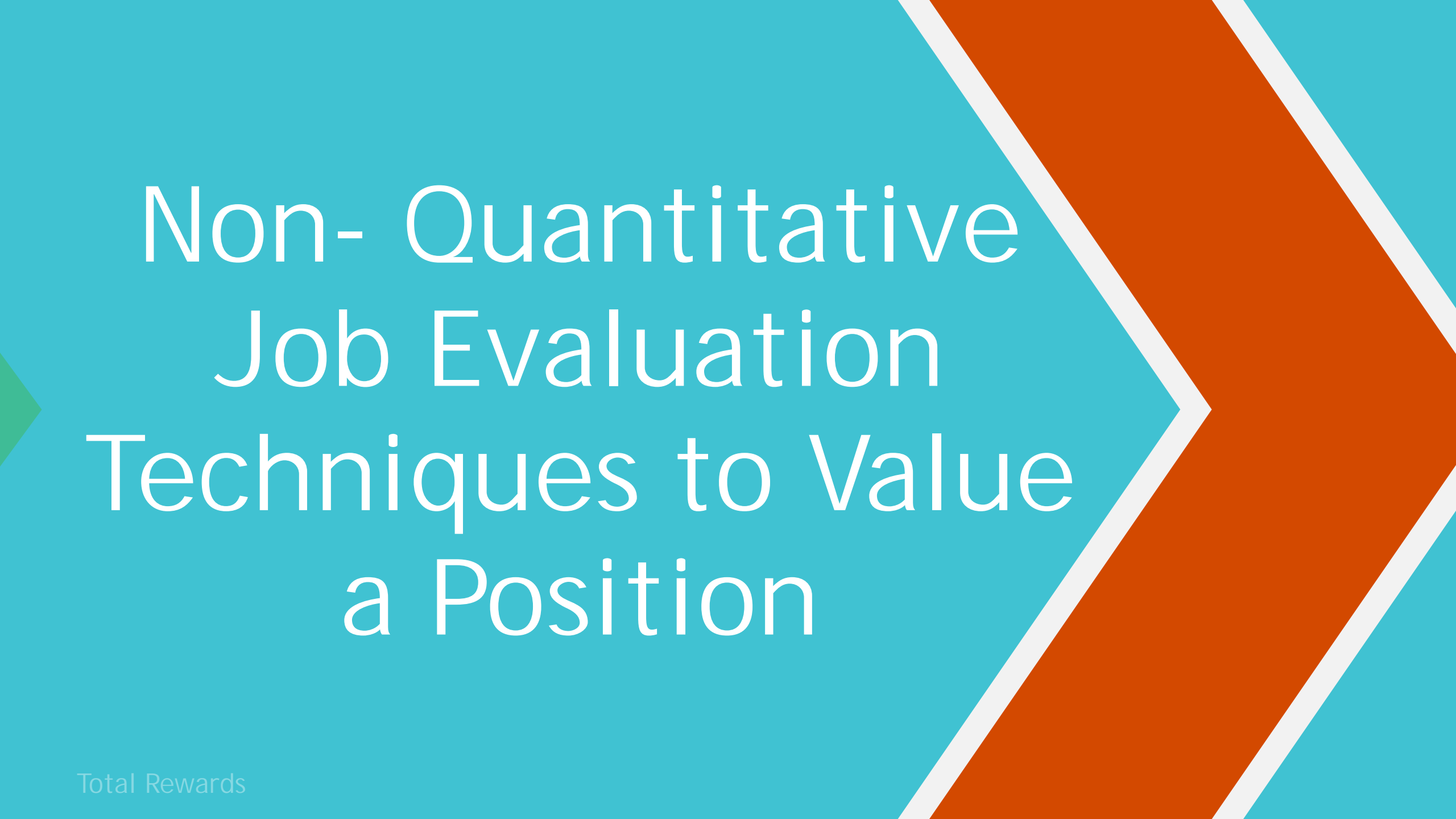
An individual possesses the
desired trait or will behave in
the desired fashion.



Employee Retention

Learning and Development

Effort by an organization to maintain a working environment which supports an organization's ability to retain its talented employees.



Non- Quantitative Job Evaluation Techniques to Value a Position

Classification, pricing, ranking.



Job Security

Having a job that is secure and from which one is unlikely to be dismissed.



Strategic Planning

Business Management/ Leadership and Strategy

A systematic way of setting the direction for an organization and developing tactics and operational plans to ensure its success.

Construct Validity

Method of testing that measures the connection between candidate characteristics and successful performance on the job.



Experience Learning

Learning and Development

Drawing from past experiences
for future learning.



On- Call Pay

Total Rewards

Wages must be paid if the employee is required to be at the job site and ready to work.



Micromanaged

Control every part of an activity.



SWOT Analysis

An analytical process that assesses the organization's internal strengths and weaknesses and external opportunities and threats that help or hinder an organization.

Content Validity

Method of testing that measures a selection procedure, samples significant parts of the job being tested.



Fiedler Contingency Theory

Holds that group effectiveness depends on an appropriate match between a leader's style and the demands of the situation.



Overtime Pay

Total Rewards

1 1/2 times the regular wage,
and paid when more than 40
hours are worked in a week.
State and local laws may have
more favorable overtime
criteria.

Mine Safety and Health (MSH) Act

Health and safety standards for
the mining industry.

Third- Party Vendor

An outside vendor contracted to perform a service.



Contracts

Agreement that can be enforced
legally.



GROW Technique

Learning and Development

Set of questions that help the client achieve their goals by asking questions that switch their minds to thinking positively.



Pay Structure

Total Rewards

A systematic way of identifying pay for employees in different jobs throughout the organization.



Mission Statement

Position regarding its product,
purpose, and customers
involved.

Values

Abstract ideas that guide organizational thinking and actions which represent the foundation on which the company is formed.

Conventional Staffing Organizations (CSOs)

For-profit organizations which
provide organizations with
employees temporarily for a fee.



GROW

Learning and Development

Stands for goal, reality, options,
and will.

Performance- Based Pay

Total Rewards

Employees are rewarded to perform as expected or better; encourages effective performance.



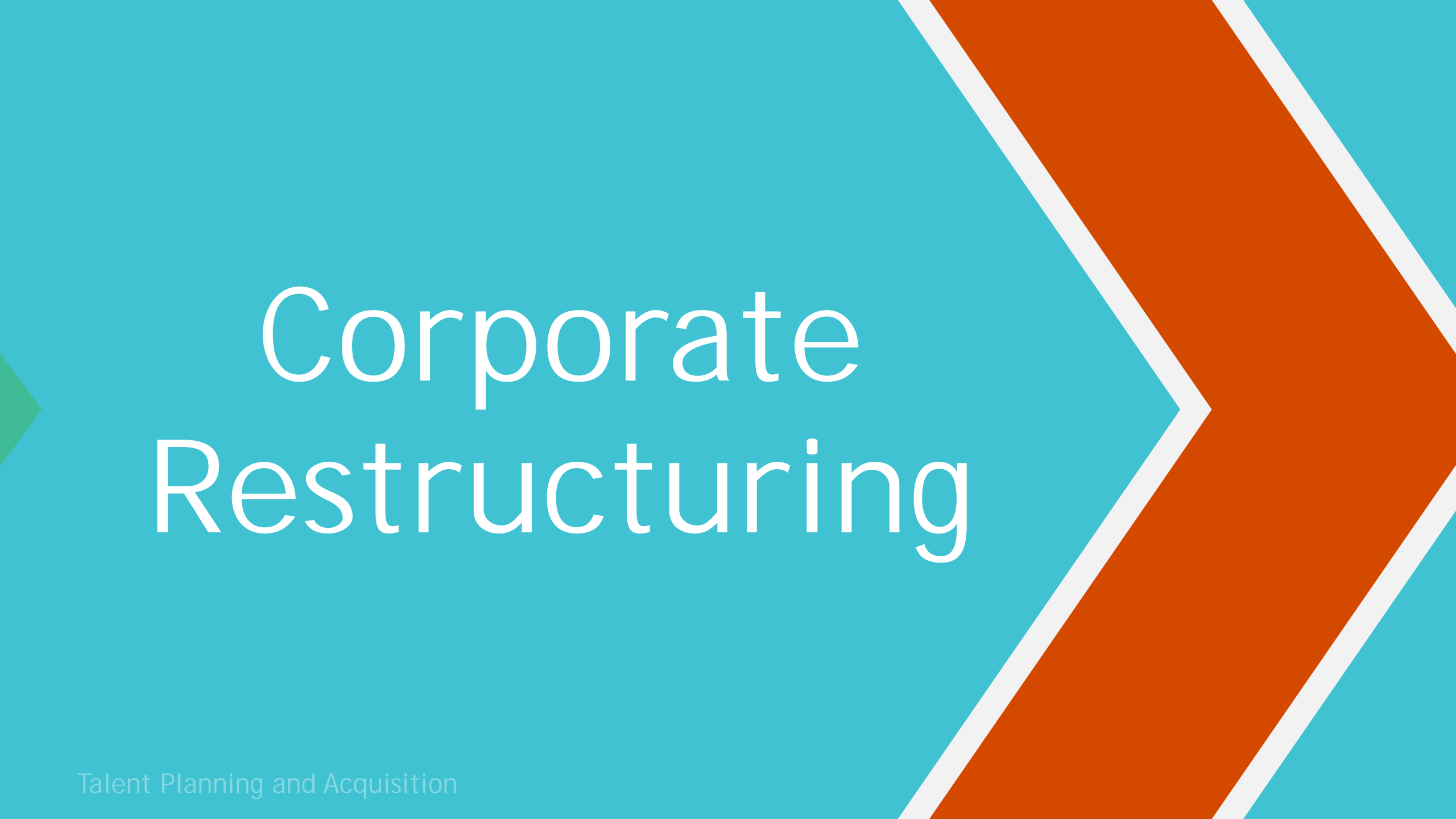
National Labor Relations Board (NLRB)

Protects right of employees
when choosing union
representation.



Vision Statement

Inspires the organization, and
informs customers and
shareholders what will be
achieved in the future.



Corporate Restructuring

Talent Planning and Acquisition

The process of modifying the structure of an organization to achieve organizational objectives.



Hersey-Blanchard Situational Leadership Theory

There isn't a single best style of leadership.

Person-Based Pay

Total Rewards

Employees are paid according to their individual “worth” based on their KSAs, experience, and/or education.



Needle Stick Safety and Prevention Act

Provide guidelines for the use and handling of sharps and purpose inventions to substitute these devices to minimize risks.



Cost-per-Hire

Metric that measures the average recruiting expenses for each hired candidate.



Balance Sheet

Shows the assets, liabilities, and equity at a point in time.



Hierarchical Task Analysis

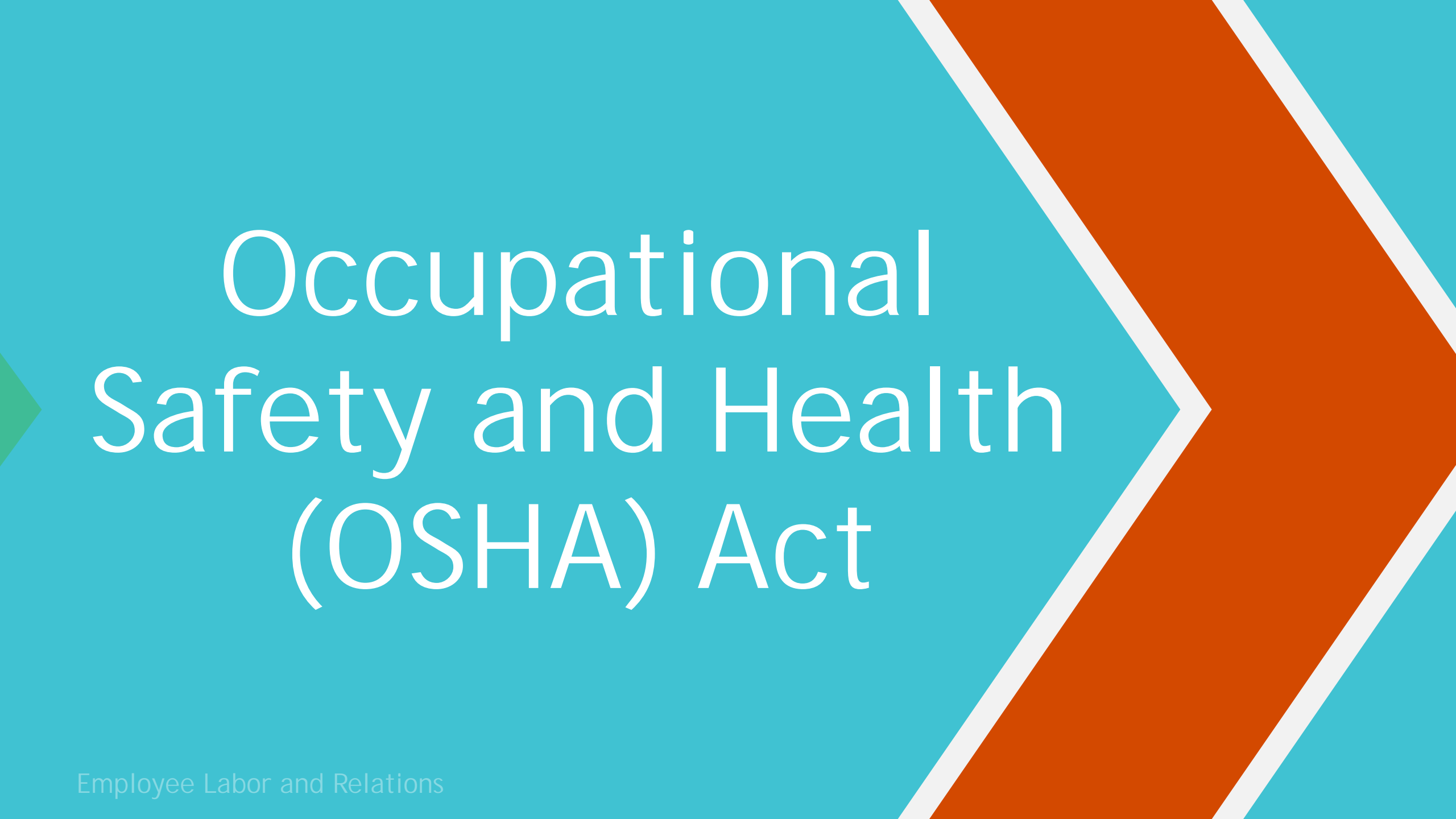
Concentrates more on
decomposing high-level job
subtasks.



Perquisite

Total Rewards

A non monetary executive reward that demonstrates an executive's importance to the organization.

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Occupational Safety and Health (OSHA) Act

Health and safety standards for
work environments.

Criterion Validity

Method of testing that measures the correlation of work behavior.

A screening and selection tool have criterion validity if it accurately predicts behavior in the workplace.



Human Resource Development

Learning and Development

Is a practice that brings training, organizational development, and career development together to encourage improvements in the concerned individual, group, and organization in both performance and productivity.



Piece-Rate

Total Rewards

A fixed rate of pay per unit produced; a type of productivity-based pay.

On-The-Fly Masking

Data masking that occurs on demand.



Cultural Differences

Are the various beliefs, behaviors, languages, practices, and expressions considered unique to members of a specific ethnicity, race, or national origin.



Hygiene Factors

(e.g., status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacations) that do not give positive satisfaction or lead to higher motivation, though dissatisfaction results from their absence.



Point Factor

Total Rewards

Method of evaluating jobs by rating compensable factors through assigning points to different levels of job duties, weighing more important job duties more heavily than less important job duties and then categorizing jobs based on their total points (thereby, creating job grades).



Open-Door Policy

Removing barriers that discourage discussion between employees and managers.



Demand Forecasting

Process of estimating the number of future employees, as well as their skills and competencies.



Individual Assessment

Looks at the performance of each employee exclusively and determines what training and development is needed.

Productivity- Based Pay

Total Rewards

Employees are compensated
based on output.

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Organizational Climate

An employee's attitude and perceptions about an organization.



Directive Interview

An interview controlled and guided by the interviewer with a list of specific questions.



Individual Development Plan (IDP)

Document that outlines the development plans, desired outcomes, and the resources necessary to achieve the development goals.



Qualified Stock Option

Total Rewards

Company share option provided exclusively to employees. Employees may purchase stock, but executives are not allowed to purchase stock.



Organizational Culture

Learning and Development

The values, beliefs, and behaviors shared that shapes the environment in an organization.

Disability

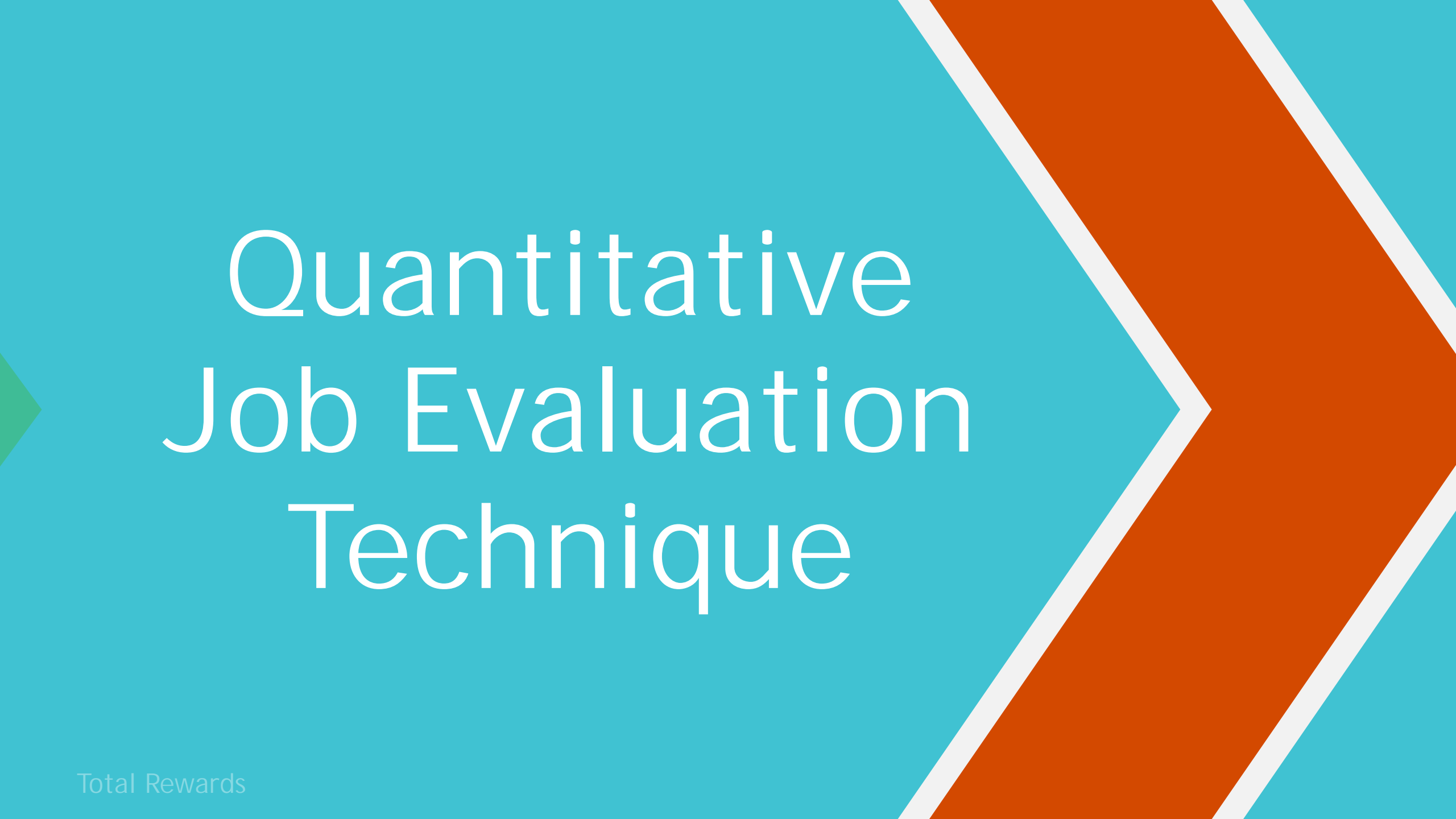
Was initially defined by the ADA as a physical and mental impairment that substantially limits one or more major life activities. Examples of major life activities include (but are not limited to): transferring/mobility, toileting/personal hygiene, bathing, and dressing.



Innovation

Learning and Development

Creatively thinking about something that already exists, and enhancing or changing it through study and experimentation.



Quantitative Job Evaluation Technique

Total Rewards

Evaluate the job, determine the number of compensable factors, assign value.

The slide features a light blue background with a large, stylized arrow pointing to the right. The arrow is composed of two main sections: a light blue section on the left and an orange section on the right, separated by a white outline. The text "Performance Appraisal" is centered in the light blue section of the arrow.

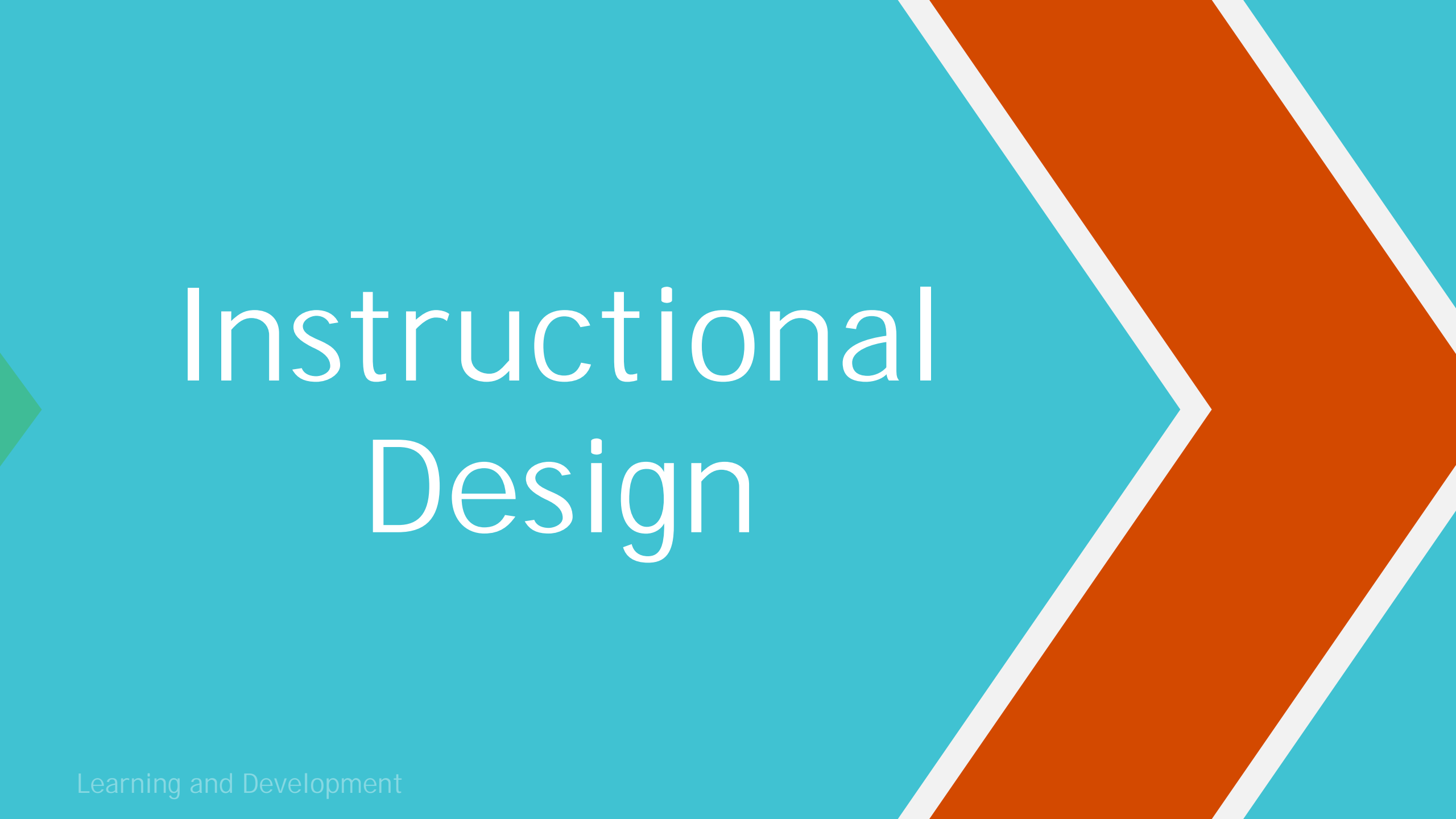
Performance Appraisal

Time-based process to review and evaluate an employee's performance about the goals of an organization and set criteria.



Disadvantages of a Selection Interview


Preconceived ideas, applicants
can control the interview.



Instructional Design

Learning and Development

Process involved in the
systematic planning of
instruction.



Quantitative Job Evaluation Techniques to Value a Position

Total Rewards

Factor comparison method and
point factor method.

Performance Coaching

Organization leaders intervene to give their inferences on the performance of departments, branches, and individual employees, and suggest ways through which the performance can be maintained or improved.



Disadvantages of Pre-Employment Tests

Potentially discriminatory,
doesn't provide a complete
picture, doesn't identify lying
candidates, does not allow for
flexibility.



Instructor-Led Training

Learning and Development

The same information is conveyed to everyone at a time while adding a personal touch.



Red Circle Pay Rate

Total Rewards

Pay rate that is above the maximum pay rate of a pay range for a position (Tip to remember red circle/green circle: red means "stop increasing!", green means "go pay them more!").

The background of the slide features a large, stylized arrow pointing to the right. The arrow is composed of two main sections: a light blue section on the left and an orange section on the right, separated by a white outline. The text 'Performance Management' is centered within the light blue section.

Performance Management

Tool that helps managers monitor and evaluate employees' work in support of accomplishing the strategic objectives of the organization.



Divestitures

Occur when parent organizations (“mother-ships”) sell off part of their holdings as assets with the view of increasing shareholder value and service offerings.



Interactive Sessions

Learning and Development

Real-world training that actively
engages employees.

Regular Rate of Pay

Calculated by dividing gross compensation (including wages, bonuses, commission, or any other direct compensation) by the total number of hours worked in a workweek.

Performance Planning

Refers to how the objectives of an organization and the goals come into formation.



Downsizing

An organizational structural change strategy that reduces the workforce.



Job Enlargement

Learning and Development

Involves expanding the employee's job by adding more tasks and duties, typically at the same level of complexity.



Salary Survey

Total Rewards

Assessment of compensation and
benefits offered in a labor
market or industry.



Personal Protective Equipment (PPE)

Protects employees from
organizational hazards.



Dress Code

Policies that let employees know how formal or informal their clothes need to be in the workplace.



Job Enrichment

Learning and Development

Builds more depth to an employee's job through more control, responsibility, and discretion.



Total Rewards Philosophy

Total Rewards

Translates the organizations vision, mission, and strategy and provides a framework to design the total rewards program.

Policies

Things management requires an organization to follow that will have a design plan and support functions within an organization.



Due Diligence

Involves one party taking reasonable precaution by investigating another to ensure the information provided by the other party is accurate.



Kinesthetic Learner

Learning and Development

Requires movement and they
utilize physical memory to learn.



Total Rewards

An organizational strategy to attract, retain, motivate, and incentivize employees to perform their jobs.




Professional Development

Intends to expand the knowledge of human resource management with the sole purpose of understanding how an organization works as well as its core vision and mission.

E-Verify

An Internet-based system that compares information from your Form I-9, Employment Eligibility Verification, to U.S. Department of Homeland Security (DHS) and Social Security Administration (SSA) records to confirm that you are authorized to work in the United States.



Kirkpatrick Evaluation Model

Helps to measure the effectiveness of customized corporate learning programs.

Total Rewards Strategy

Total Rewards

Encourages long- term
employment, does not exceed
resource limits.



Professional Development Opportunities

Are chances given to employees to learn new skills or polish their existing skillsets.

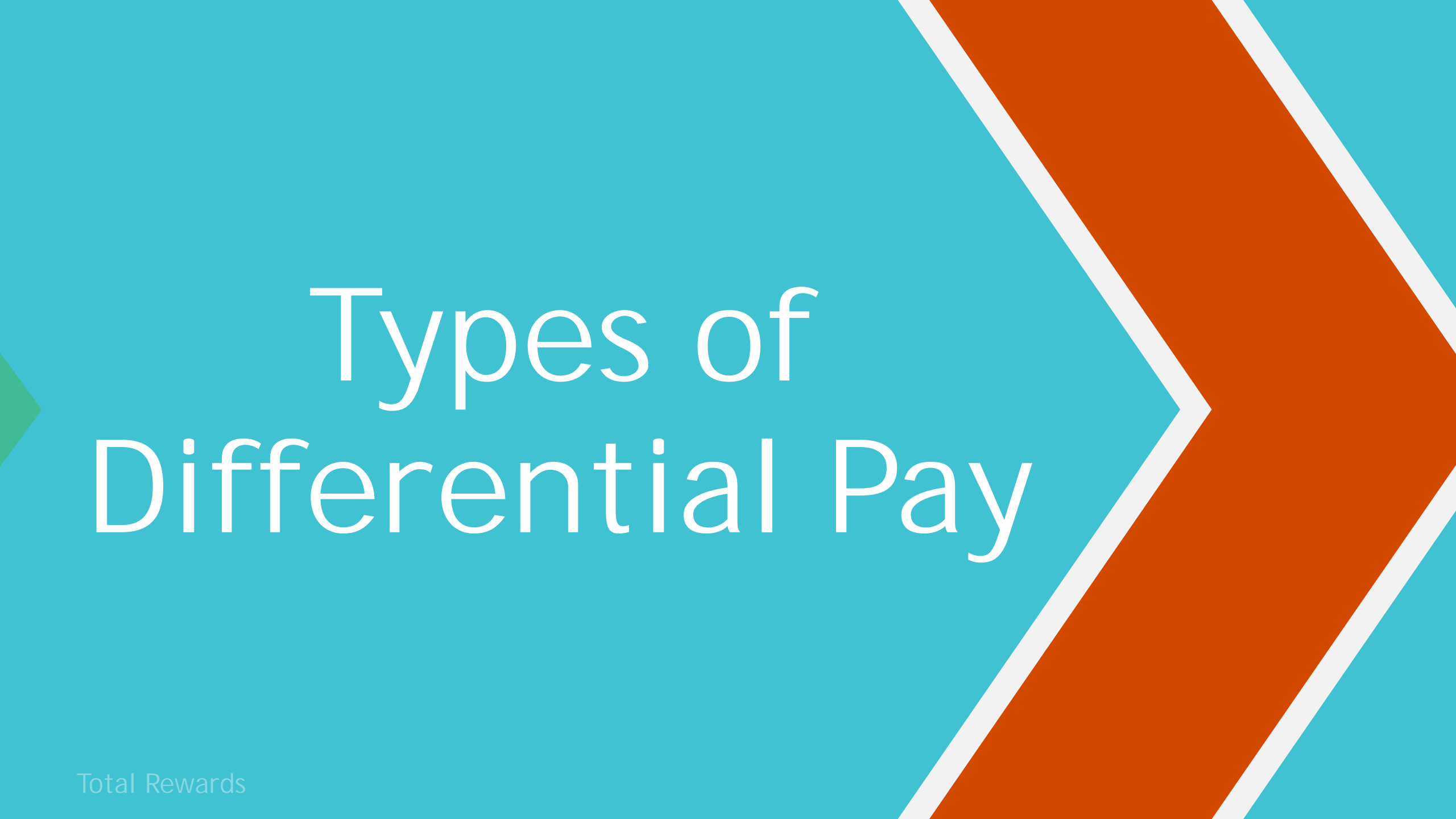
Educational References

High-school, college, post-graduate transcripts as well as certifications to verify accuracy presented during the selection process.



Kirkpatrick Model

Model for measuring
effectiveness.



Types of Differential Pay

Total Rewards

Over-time, hazard pay, on- call pay, and shift pay (night shift, graveyard shift).

Professional Responsibility

Is the duty of adding value to the organization they work for as well as contributing to the ethical successes of the same organization.



Effectiveness/ Efficiency Metrics for Recruiting

(1) number of applications received, (2) recruiting costs and (3) number of days to fill the position.



Kolb's Experienced-Based Learning Theory

Asserts that the real essence of adult learning is just making a greater sense of experiences.



Types of Salary Surveys

Employee, industry,
commissioned, government.

Professional Standards

Legal or ethical duty of a professional in an organization to exercise a level of diligence, skill, and care as prescribed in the employee's code of practice.

The background of the slide features a large, stylized arrow pointing to the right. The arrow is composed of two main sections: a light blue section on the left and an orange section on the right, separated by a white outline. The text 'Employee Engagement' is centered in the light blue section.

Employee Engagement

Approach used in workplaces to ensure every employee has the best working conditions providing for better results and output from the tasks and jobs assigned.



KPIs

Learning and Development

Deeper measure of a particular aspect of the training.



Voluntary Benefits

Total Rewards

Benefits to achieve a goal; e.g.,
401(k)s, profit sharing, Health
and Welfare benefits, EAP,
Tuition Reimbursement, and
Flexible Spending Accounts



Railway Labor Act

Prevents railroad and airline strikes from causing trade and transportation problems.



Employee Labor Rights

Rights to protect employees from sudden or illegal terminations of employment.



Late Career

Learning and Development

Employee focuses on retirement planning and choices associated with life consideration as to work hours.



Resignation

Termination is by the employee.



Employee Orientation or On-boarding Programs

General introduction to the organization and a job specific orientation. Activities may include paperwork completion, training, introduction to company policies, procedures, and rules, tour of the company, and an email welcome.



Leadership Development

Learning and Development

Organization that clearly understands and defines leadership competencies, characteristics, and behaviors that are effective within its culture for achieving desired results.



Risk Assessment

Identify potential adverse effects, probability, and cost of the adverse effect; risk factors.

Employee Polygraph Protection Act of 1988 (EPPA)

A United States federal law that prohibits private employers from using polygraph tests in making employment decisions except under very limited conditions.



Leadership

Learning and Development

Ability to influence others
towards achieving certain results
or goals.



Professional Development

Intends to expand the knowledge of human resource management with the sole purpose of understanding how an organization works as well as its core vision and mission.



Employee Referrals/ Recommendations

Resources for potential candidates
and can result in long-term hires.



Learner's Level

Analysis to determine whether the learner found the training engaging and beneficial to them and their work.



Employee Retention Program

Strategies and practices that influence recruiting, training and development, compensation, socialization, employee engagement, in an effort to retain employees to stay and decrease employee turnover.



Learning and Development

Improves group or individual performance by increasing skills and knowledge through training, teaching the skills and knowledge to effectively perform job tasks.

Professional Responsibility

Is the duty of adding value to the organization they work for as well as contributing to the ethical successes of the same organization.

The slide features a light blue background with a large, stylized chevron graphic on the right side. The chevron is composed of two parallel diagonal lines, one in a darker blue and one in a bright orange, creating a sense of movement. The text 'Employee Survey' is centered in a white, sans-serif font.

Employee Survey

Talent Planning and Acquisition

A method for gathering information
from employees for strategic
decision making.



Learning Goals and Objectives

Guide you on the content that
needs to be communicated.

Professional Standards

Legal or ethical duty of a professional in an organization to exercise a level of diligence, skill, and care as prescribed in the employee's code of practice.



Employee Testing

Process of using assessments to judge how well a potential employee can fit into the organization.



Learning Objectives

The things you want learners to be able to do, explain, or practice after the training period.




Railway Labor Act

Prevents railroad and airline strikes
from causing trade and
transportation problems.



Employee Value Proposition

Unique set of benefits which an employee receives in return for the skills, capabilities, and experience they bring to a company.



Management by Objectives

Learning and Development

Method of reviewing and assessing performance by pointing out the objectives of the organization and handing them over to managers.



Resignation

Termination is by the employee.



Employment Contracts

Contract that binds both parties to the agreements contained in the contract including terms and conditions of employment, scope of duties, compensation, benefits and expense reimbursements, nondisclosure of proprietary information, etc.



Mentoring Programs


Learning and Development

Assigns less experienced professionals with individuals who are more experienced to promote personal growth and development, whether through formal or informal organizational programs.



Risk Assessment

Identify potential adverse effects,
probability and cost of the adverse
effect; risk factors.



Employment Eligibility Verification (I-9) Form

Used for verifying the identity
and employment authorization of
individuals hired for employment in
the United States.



Mentoring

Learning and Development

Broad process in which a leader helps an employee or a trainer to balance both professional and personal lives while still building his/her career.



Risk Evaluation

Preventive measures undertaken by
an organization to identify risks.

Employment References

A process by which employers gather information from previous employers, co-workers, or customers about a potential employee's work habits and work experience.



Metrics

Learning and Development

Broad measurement of something and aim for a quantifiable result so that it's easy to compare with other metrics.



Risk Management

Approach to assess and respond to a risk meaning being in a position to identify, evaluate, comprehend, taking in and being involved in the communication process of risk issues among employees in an organization.



Employment Screening Tools

Applications, resumes, interviews,
social media, and pre-employment
assessments.



Mid-Career

Learning and Development

Employee evaluates their career objectives, and with this may choose to shift career direction.

Safety Data Sheet (SDS)

Describes a chemical, associated hazards, protective measures.



Employment Selection Tools

Interviews, pre-employment tests,
and previews of job duties.



Monitoring

Learning and Development

Process that measures task-related performance by utilizing performance indicators to evaluate the effectiveness of the organizational strategy.



Safety Planning

Coming up with a personal plan for employees in an organization to reduce the risk for the employees to get hurt in the organization.



Employment-at-Will

Organization or employee may terminate the employment relationship at any time for any cause, good or bad or without cause and the other cannot complain in law.



Motivation

Willingness of someone to do something, coming from a source of personal inspiration and desire rather than from external conditions.



Social Security Act

Meant to protect senior citizens
from the adverse poverty.



Engagement Survey

Talent Planning and Acquisition

Measures how happy employees are
and how dedicated they are to the
mission and outcome of your
company.



Motivators

(challenging work, recognition for one's achievement, responsibility, opportunity to do something meaningful, involvement in decision making, sense of importance to an organization) that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth.



Software Mechanisms

Aim at encrypting important data to prevent it from being stolen.



Environmental Analysis

Process to identify all the external and internal elements, which can affect the organization's performance.



Occupational (Task) Assessment

Focuses on particular tasks, abilities, knowledge, and skills needed to support a high-performance work culture.

Static Data Masking

Permanently replaces sensitive data
by altering data at rest within a
database.



Equal Employment Opportunity Commission (EEOC)

Formed by Title VII of the Civil Rights Act, and interprets and enforces federal laws that prohibits discrimination.

Occupational Preparation

Learning and Development

Occupations are assessed, and when one is decided on, the necessary education and skill levels are learned.



Strategy

Plan of action that is designed to achieve a long-term or overall goal.

Equal Pay Act of 1963 (EPA)

Prohibits discrimination on account of sex in the payment of wages by employers engaged in commerce or in the production of goods for commerce.

On-the-Job Learning

Facilitated on the job, mostly from peers and colleagues, and it is achieved by employees working together or sharing work that would help them pick up and learn new skills and talents at the workplace.

Termination of Services

Termination by the Organization.

Ethnocentric Strategy

Hiring strategy where key management positions are filled by expatriates.



Online Learning Methods

Email, web-based training,
audioconferencing, tele or video
conferencing, webinars or web
meetings, and collaborative
document preparation.

Tokenization

Process of replacing certain sensitive data with an element known as a token.



Exit Interview

Process used to gather information from a departing employee related to why they are leaving the organization.



Organization Development

Learning and Development

System of methods that examine an organizations technology, processes, structure and human resources, and developing action strategies to improve the way it achieves desired results.

Unfair Labor Practices

Interfering in union activities,
controlling a union, discriminating
against union members, refusing to
bargain.



External Recruiting

Utilizing external resources to fill positions and to hire from outside of the company. Resources include: media sources, internet job boards, community site, social media, job fairs, colleges and universities, referrals, professional associations, employment agencies, etc.



Organization's Level

Learning and Development

Assessment done to evaluate whether the training had a positive impact on the business and whether it helped to achieve business needs.



Workplace Security

Employee Labor and Relations

How an organization is prepared to handle or prevent certain situations.



External Sources

Utilizing external resources to fill positions and to hire from outside of the company. Resources include: media sources, internet job boards, community site, social media, job fairs, colleges and universities, referrals, professional associations, employment agencies, etc.

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Organizational Assessment

Learning and Development

Determines the knowledge, skills,
and abilities an organization
requires to achieve its strategic
goals.



Factors Affecting the Labor Pool

Economic environment,
technological developments,
industry changes, and availability in
the labor market.

Organizational Climate

Learning and Development

Personality of the organization.



Fair Credit Reporting Act of 1970 (FCRA)

Federal law that regulates the collection of consumers' credit information and access to their credit reports. It is to address the fairness, accuracy, and privacy of the personal information contained in the files of the credit reporting agencies.

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Organizational Culture

Learning and Development

The values, beliefs, and behaviors shared that shapes the environment in an organization.



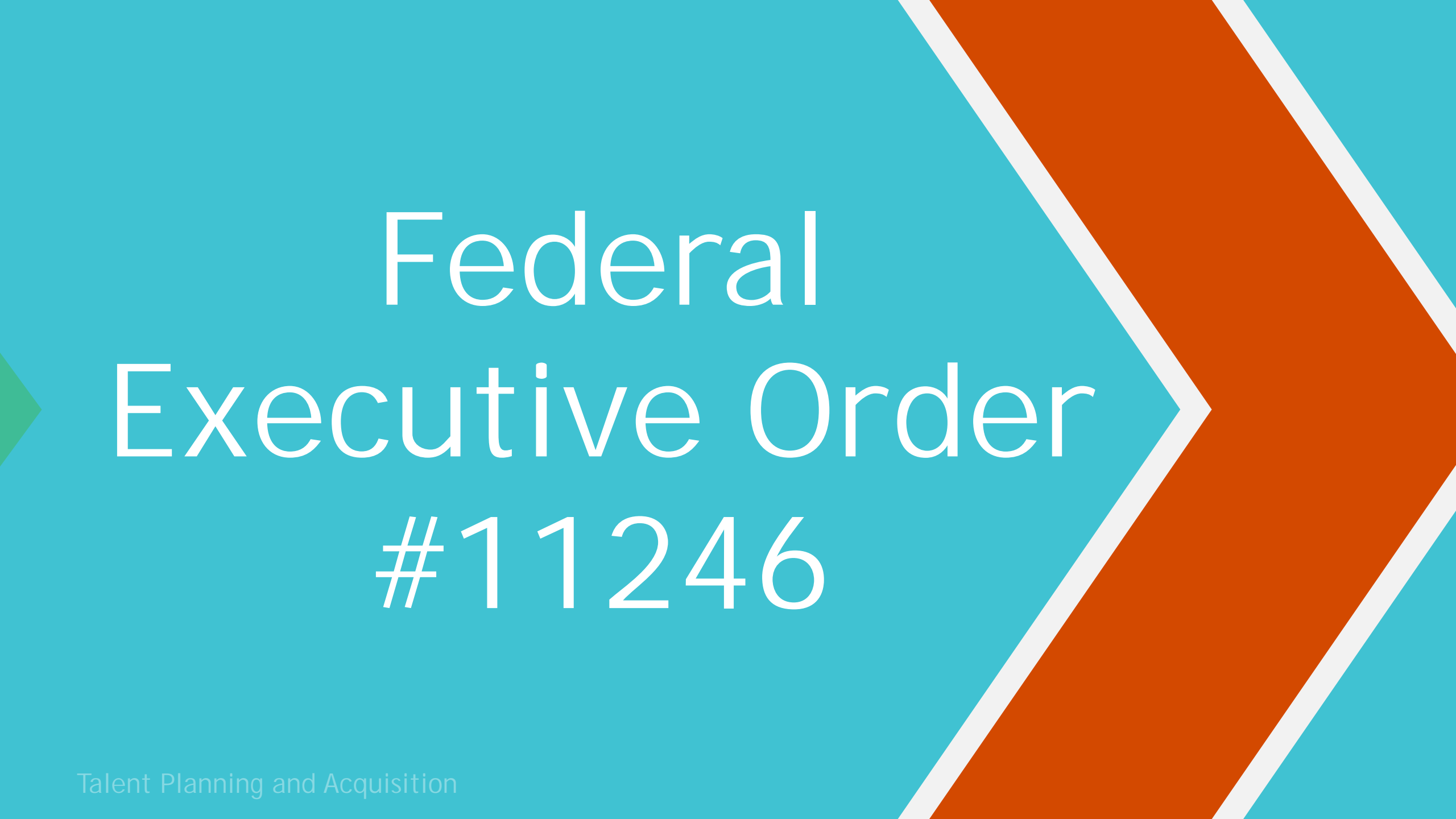
Fair Labor Standards Act of 1938 (FLSA)

Establishes minimum wage, overtime pay, record-keeping, and child labor standards affecting full-time and part-time workers in the private sector and in Federal, State, and local governments.

Organizational Development

Learning and Development

A systemwide process of data collection, diagnosis, action planning, intervention, and evaluation aimed.



Federal Executive Order #11246

Established requirements for non-discriminatory practices in hiring and employment on the part of U.S. government contractors.



Organizational Entry

Employee obtains and decides on job offers from organizations they want to work in, or they learn the internal changes within the organization and decide whether they prefer that.



Forecasting

The assessment of the current supply and demand for people and skills, and the use of that knowledge to determine the need for and availability of personnel in the future.



Organizational Strategies

Learning and Development

Design and implementation of change and includes the key steps of diagnosis, action planning, intervention, and evaluation.



General Employment Application

Talent Planning and Acquisition

Candidate screening tool that requests information from job candidates related to previous jobs, professional experience, education, and background.



Orientation to Learning

Application of information in
current situations to solve
immediate issues.



General Introduction

Basic introduction by the human resource department of an organization and is generally divided into two parts: introduction to the firm as a whole including the infrastructure, and the second is the introduction to the specific working area of the employee.

Pattern A

Employees are not open, reject experimenting, and do not perform properly in teams.



Geocentric Strategy

Hiring strategy that places the best qualified person into each position, regardless of their country of origin.

Pattern B

Employees are open, enjoy experimenting, and encourage others to act similarly.



Gig Economy

Talent Planning and Acquisition

Refers to people that are paid by
the gig or task/project.



Prioritizing by Importance

Finishing the most crucial task first,
followed by the next most crucial
one on the list, and so on.



Harassment

Is a form of employment
discrimination that violates Title VII
of the Civil Rights Act
of 1964.



Prioritizing by Urgency

The most pressing tasks are completed first in that order on the list.



High First-Year Attrition

Indicates that the quality of hire is low, which could set the company up for losses, or that the recruitment process oversold the company or did not clearly explain the job description for the position candidates were hired to do.



Problem-Solving Approach

Related to evaluating the measures
taken intended to solve
the problems in the system
integrity.

Host-Country Nationals (HCNs)

Employees originating from
the host country.



Process Consultation

Learning and Development

An expert or an OD consultant gives feedback to the trainee and offers insight into solving problems.



HR Metrics

Talent Planning and Acquisition

Different measurements that are used to show the value that the human resources function provides to the organization.



Quality Circles

Learning and Development

Up to twelve participants who come together on their own accord to discuss important work-related matters to develop effective solutions.



Human Capital

Talent Planning and Acquisition

A measure of the skills, education, capacity, and attributes of labor which influence their productive capacity and earning potential.



Readiness to Learn

Learning and Development

Need-specific to the current
condition.



Immigration Reform and Control Act of 1986 (IRCA)

Prohibits the employment of illegal aliens and requires employers to ensure applicants are legally employable in the United States.

Reflective Learning

Derives from experience and can be constantly updated through recording and thinking about the experiences we have.



In-box Test

Test that provides candidates with a number of documents describing problems that would typically be handled by an employee in that position, with instructions to prioritize the problems and/or how the problems should be handled.



Reflective Observation

Adults reflect on the cause and effect relationship of the events they observe.



In-person Interviews

Interviews that involve a face-to-face meeting between recruiters, managers, and the candidates.



Self-Concept

Moving from dependency on others
to autonomy and self-directed
learning.



Information Gathering

Process of due diligence.



Sensitive Training

Learning and Development

Technique that asks employees to interact so that they can better understand and relate to each other.



Integration Plans

Show how firms plan to operate
after an M&A.



Skill Inventory Database

Helps the organization assess its existing talent and identify trends and gaps.

Internal Job Announcements

Job postings made within a company available to employees to help retain top talent.



Smart Goals

Learning and Development

Specific in that they are specific objectives, clear and well defined.



Internal Recruiting

Process whereby the organization seeks to fill positions internally, communicates information about openings to employees, and encourages individuals within the organization to seek transfers or promotions.



Soft Skills

Learning and Development

Interpersonal (people) skills.



Involuntary Termination

Termination in which an organization ends employment because of poor performance or changing business needs.



Storyboards

Are visual organizers, typically a series of illustrations displayed in sequence for the purpose of previsualizing a video, web-based training, or interactive media sequence.



Job Advertisements

Online, print media, or televised
announcement of an open position.

Succession Planning

Systematically identifies, assesses, prepares, and develops talent as the key component for business success.



Job Analysis

A process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job.



Survey Feedback

Entails the collection of data using
questionnaires.



Job Bidding

Provides a means by which interested employees express interest in a position before it's available. This gives the employee the opportunity to learn more about the job.



Tactile Learner

Learning and Development

Learns by using a new tool or process.



Job Competency

Guide interviewers in formulating questions that elicit information beyond specific tasks and responsibilities assigned to a specific job.



Task Analysis

Allows analysts to observe employees in action and to know in depth how they perform tasks and reach goals.



Job Description

A written document that contains detailed information about a job.



Task Management Strategies

Describe how employee tasks will be ordered to boost employee performance at the office.



Job Knowledge Tests

Ascertain the skills relevant to the job and listed on a candidate's resume.

Task or Process Analysis

Systematic identification of fundamental elements of a job, and the examination of knowledge and skills needed for the job's performance.



Job Market

Talent Planning and Acquisition

A market in which employers
search for employees and
employees search for jobs.

Team Building Activities

Promote the power of the
employees in an organization
working together in harmony.



Job Posting

An advertisement created by an employer, human resources staff, or a recruiter that alerts current employees or the public of an immediate or future job opening within a company.

Theory of Motivation

Individuals are not content with the satisfaction of lower-order needs at work.



Job Specification

A written statement of qualifications, specific qualities, level of experience, physical, emotional, technical, and communication skills required to perform a job, responsibilities involved in a job, and other requirements of the job.

Theory X

People dislike work, have little ambition, and are unwilling to take responsibility.



Job-Specific Employment Application

Application that is used to fill a substantial number of employees for positions with similar requirements.

Theory Y

People are self-motivated and enjoy
the challenge of work.



Labor Market Analysis

Analysis that looks at various economic indicators and other factors that impact the availability of those individuals.



Traditional Career Ladders

System by which an employee is hired and through a combination of experience, education, and opportunity is promoted to levels that encompass additional responsibility and concomitant compensation.



Learning Styles

Refers to the preferential way in which the student absorbs, processes, comprehends, and retains information.



Training Delivery

Learning and Development

The conveyance of the training content to employees.



Legality

Agreement must be made by competent individuals who both understand and agree to the terms of the contract and who both have a benefit and obligation toward the other.



Training Metrics

Popular technique of assessment that organizations are using to catch issues of ineffective training before they can be repeated.



Loss Aversion

Concept that losses are more apparent to people than gains.



Training Need

Enables you to understand how the intended training will help meet the business needs of the organization.



Manager Satisfaction

A rating that recruiters and other professionals involved in the selection process give to the procedure.

Training Program Effectiveness

Advantages and disadvantages,
effect on financial resources, effect
on production amount or quality.



Market Capitalization

Refers to the size of the market
that an organization provides
products and services.


Trait Leadership Theory

Asserted that leaders were born, not made, and the focus was on personal, mental, and physical attributes and characteristics.



Medical Examinations

An assessment tool that is used after a job offer or conditional job offer has been extended are only used to ensure the employee will be fully capable of performing the requirements of the job and in some cases may be part of an employers health and safety program.



Transformational Learning

Learning and Development

Learning that occurs when beliefs are changed, thereby changing our entire perspectives about a topic, issue, or situation.



Mergers

Talent Planning and Acquisition

Combining two or more business entities into one.

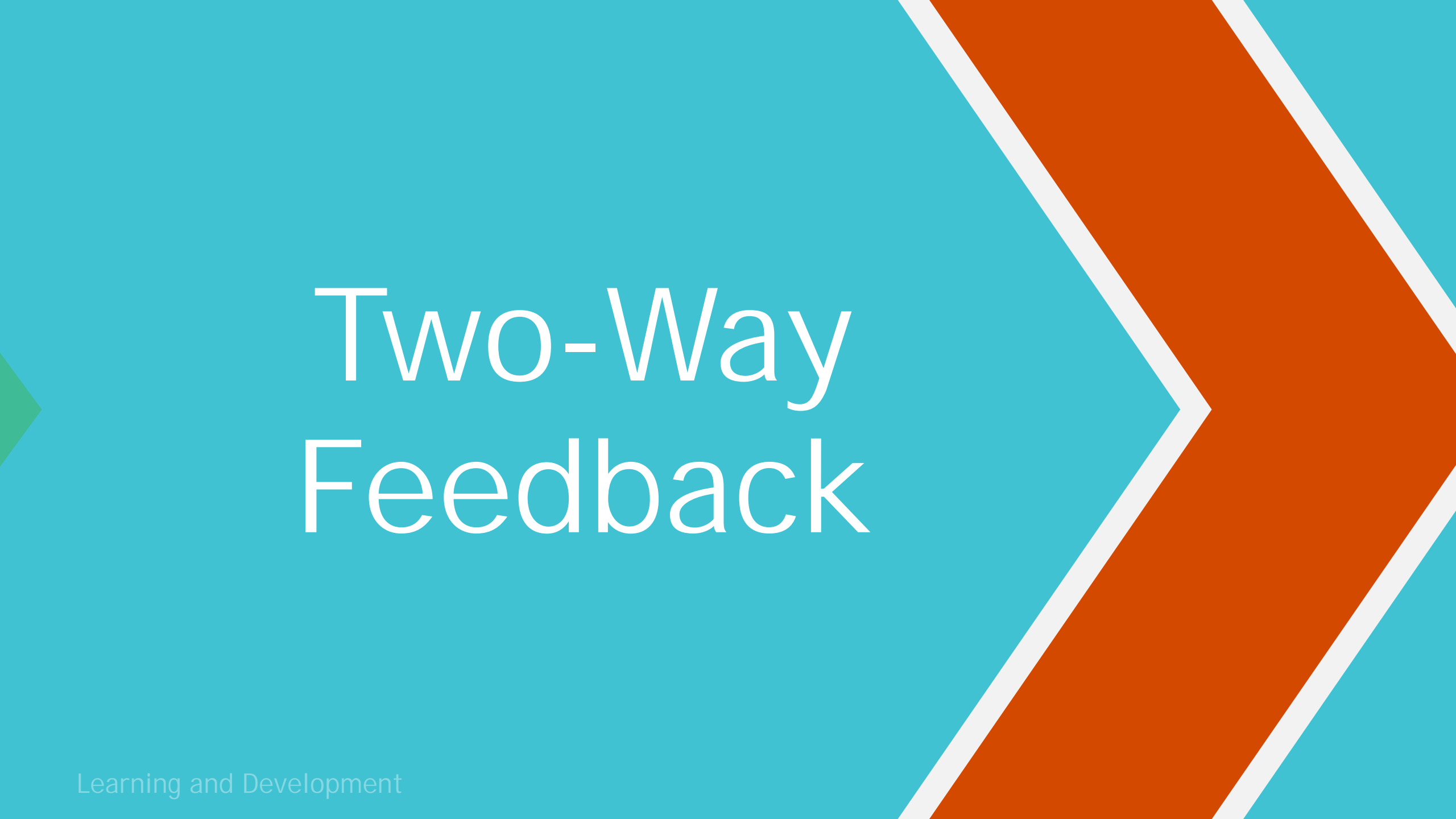
Two-Factor Theory

States there are specific factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction, all of which act independently of each other.



Metrics

Quantifiable measure that is used to track and assess the status of a specific business process.



Two-Way Feedback

A way of giving a detailed and constructive response, and it comes as a mode of increasing team communication.



Multinational Firms

Talent Planning and Acquisition

Business that operates in many different countries outside of its home country.



Visual Learner

Learning and Development

Learns by seeing the information in a book, picture or diagram, or by taking notes.



Negotiating

Involves discussion between two or multiple parties with the aim of ending differences and reaching an understanding.



Wheel of Life

Learning and Development

Most used coaching technique whereby it helps clients look at all areas of their life, consider them each at a turn, and allows them to consider which area is off balance.



Negotiating Skills

The ability to negotiate.



XB Managers

Learning and Development

Negative assumptions about employees, but they usually are supportive and encourage individuals to be creative, as they have learned from experience that in this way, they will increase productivity.



Non-White Collar Employees

Employees who rarely use computers and other software that are mostly available to the managerial level staff within an organization.



YA Managers

Learning and Development

Control and supervise people,
although they generally assume
people are independent and self-
motivated.



Non-Directive Interview

Interview style where the interviewer asks broad questions and allows the candidate to guide the conversation.



Offshoring

That an organization sources and coordinates its tasks across national borders.



Online Hiring

A hiring method allows firms to hire and manage employees without being in the same space.

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Organizational Planning

Talent Planning and Acquisition

Assist management and employees in moving the organization in the right direction, in alignment with the goals and objectives.




Outsourcing

Business practice of contracting internal business services that are typically performed internally to outside organizations that specialize in the specific business function.



Panel Interview

Interview style where a candidate is interviewed by several interviewers at the same time.



Parent-Country Nationals (PCNs) or Expatriates

Employees that originate from the
home country.



Person-Focused Change

Aimed at improving the overall productivity and overall performance of the company in question.



Personality Tests

Tests that help managers assess whether candidates can survive and thrive in the environment of the organization.



Physical Tests

Assess the health of the candidates in question as well as their level of physical fitness to determine if they are up to the task.

Polycentric Strategy

Hiring strategy that fills corporate positions in the home country with expatriates, whereas management positions in the host country are filled by host country nationals (HCNs).



Pre-Employment Inquiries

Also known as background checks cover a range of activities designed to ensure that candidates who receive employment offers are who they represent themselves to be during the selection process.

Predictive Validity

Method that compares the test scores of a test given at the beginning of a job before new employees have experience to the same criterion collected at a future time.



Pregnancy Discrimination Act of 1978

Prohibits sex discrimination on the
basis of pregnancy.

Preliminary Screening

(Also known as short-listing), is a method of choosing candidates from a large pool of applicants.



Promotions

When employees move into new positions with different duties and greater responsibilities or when they develop a level of experience and skill enabling them to assume added responsibilities in their current positions.



Qualitative Forecasting

Opinions or analyses of managers
and experts.



Qualitative or Quantitative Forecasting

Depends on (1) short-term or long-term need, and (2) whether needs will change.



Quality of Hire

Measure the success of their hiring procedure by comparing the performance of new hires over the first 6-12 months and that of their peers.

Quantitative Forecasting

Is an estimation methodology that uses expert judgment, rather than numerical analysis. This type of forecasting relies upon the knowledge of highly experienced employees and consultants to provide insights into future outcomes.

Recruiting Process

Process of creating interest about open positions in an organization and seeking candidates who possess the necessary qualification to successfully fill them.



Recruitment

Talent Planning and Acquisition

Process of creating interest about open positions in an organization and seeking candidates who possess the necessary qualification to successfully fill them.

Reference Checks

Pre-employment inquiries that organizations use to check a candidate's employment, educational, and/or financial references.



Regiocentric Strategy

Talent Planning and Acquisition

Hiring strategy whereby fills positions in a trade region and has managers move between business units in different countries in the region.



Resume Importing

Process of importing resumes into
the applicant database for
comparison.



Resume Parsing

Helps recruiters to efficiently
manage electronic resume
documents sent electronically.



Scenario Planning

Described as the process where management evaluates and reviews possible scenarios the company may have to address in the future, mainly by making assumptions.



Selection

Process by which an organization sets criteria for the recruitment of employees and uses those measures to distinguish candidates within a given pool to identify the best-qualified candidate.



Selection Ratio

Calculated by taking the total number of hired candidates and dividing them by the total number of applications received.



Selection Tools

Tools that are utilized as part of the candidate selection process.



Source of Hire

A metric that managers can use to assess the success of past recruitment channels and thereby predict the future success of each, giving room for environmental changes.



Sourcing Strategy

Talent Planning and Acquisition

How the company can utilize a variety of resources or methods to reach its desired human resource targets.



Staffing Alternatives

Interns, part-time employees,
telecommuters, job sharing,
temporary employees, contract
workers, and seasonal workers to
perform specific tasks for the
organization.



Structure- Focused Change

Refers to the way an organization is divided to promote function.



Success Profiles

Designed to describe the talent needed for success in a critical role. The goal is to outline the knowledge, skills, abilities, and competencies needed for the position now and in the future.



Success Ratio

Quality of hire that is measured by the number of new hires that performed satisfactorily divided by total number of new hires.



Succession Planning

The process of preparing employees for future jobs and deciding how management vacancies will be filled.



Supply Forecasting

Defined as the process of matching the current supply of employees, along with their skills and competencies, to the future demand of the organization.



Talent Management

Talent Planning and Acquisition

As a mission-critical process that ensures organizations have the quantity and quality of people in place to meet their current and future business priorities.



Talent Pool

Refers to a place or database where recruiters and HR Managers keep all of their top job candidates.



Talent Reservoir

Talent Planning and Acquisition

Is a talent management process that takes into account the various aspects of the assessment process to identify competencies required by the organization.



Telephone Interviews

Interviews conducted by phone as
part of the screening process.

Temp-to-Hire Employment

Transitional form of temporary
employment.



Temporary Employment

Hiring workers to work for an organization for a specified duration, usually not more than six months.

Temporary Staffing

Placing employees on a work site for variable periods of time, from short, one-day assignments, to long-term assignments. Some assignments can be converted to full-time positions.



Tentative Non-Confirmation (TNC)

Received when either the Department of Homeland Security (DHS) or Social Security Administration (SSA) flags something entered on the I-9 as not matching their records.



Termination

Refers to the removal of an employee from their position within an organization either willingly, due to circumstances within the organization, e.g., employee cutbacks, or forcefully, as is the case with misconduct.

Third-Country Nationals (TCNs)

Employees from any country other than the home or host country.

Third-Party Logistics (3PL)

Use of third-party businesses to outsource elements of its distribution, warehousing, and fulfillment services.



Time to Fill

Measures how long it takes to fill a particular position within the organization.



Timeframe To File Discrimination Claims

File a charge within 180 calendar days from the day the discrimination took place. The 180-calendar day filing deadline is extended to 300 calendar days if a state or local agency enforces a law that prohibits employment discrimination on the same basis.

Title I, Employment

Prohibits private employers, State and local governments, employment agencies, and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. The ADA covers employers with 15 or more employees, including State and local governments.



Title III, Public Accommodations and Commercial Facilities

Prohibits discrimination on the basis of disability in the activities of places of public accommodations (businesses that are generally open to the public and that fall into one of 12 categories listed in the ADA, such as restaurants, movie theaters, schools, day care facilities, recreation facilities, and doctors' offices) and requires newly constructed or altered places of public accommodation—as well as commercial facilities (privately owned, nonresidential facilities such as factories, warehouses, or office buildings)—to comply with the ADA Standards.



Title VII of the Civil Rights Act of 1964

Is a federal law that prohibits employers from discriminating against employees on the basis of sex, race, color, national origin, and religion. It generally applies to employers with 15 or more employees, including federal, state, and local governments.

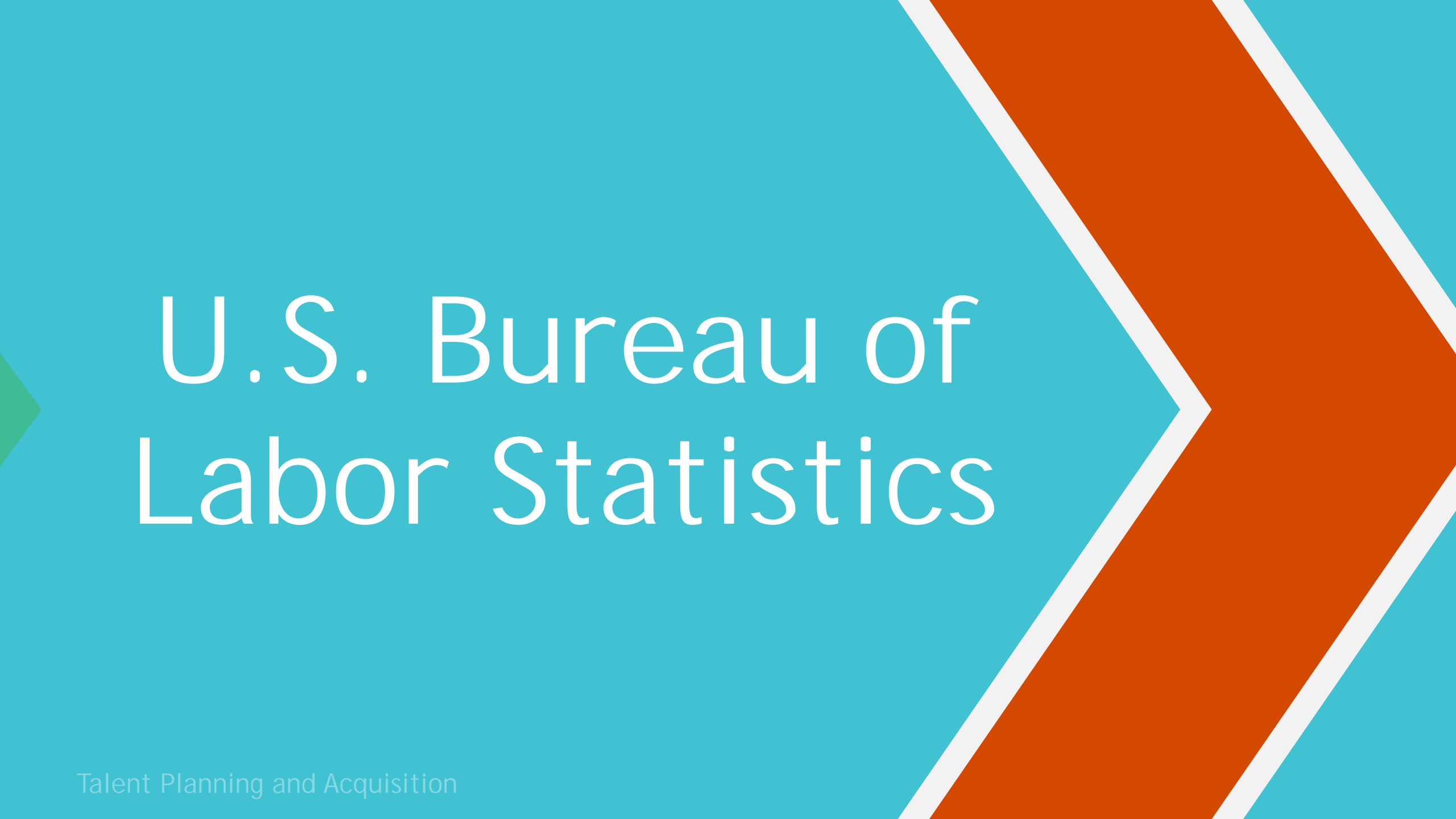


Total Rewards

An organizational strategy to attract, retain, motivate, and incentivize employees to perform their jobs.

Transition Services Agreement (TSA)

Determines the scope of services one company should provide to another when there is a change of ownership.



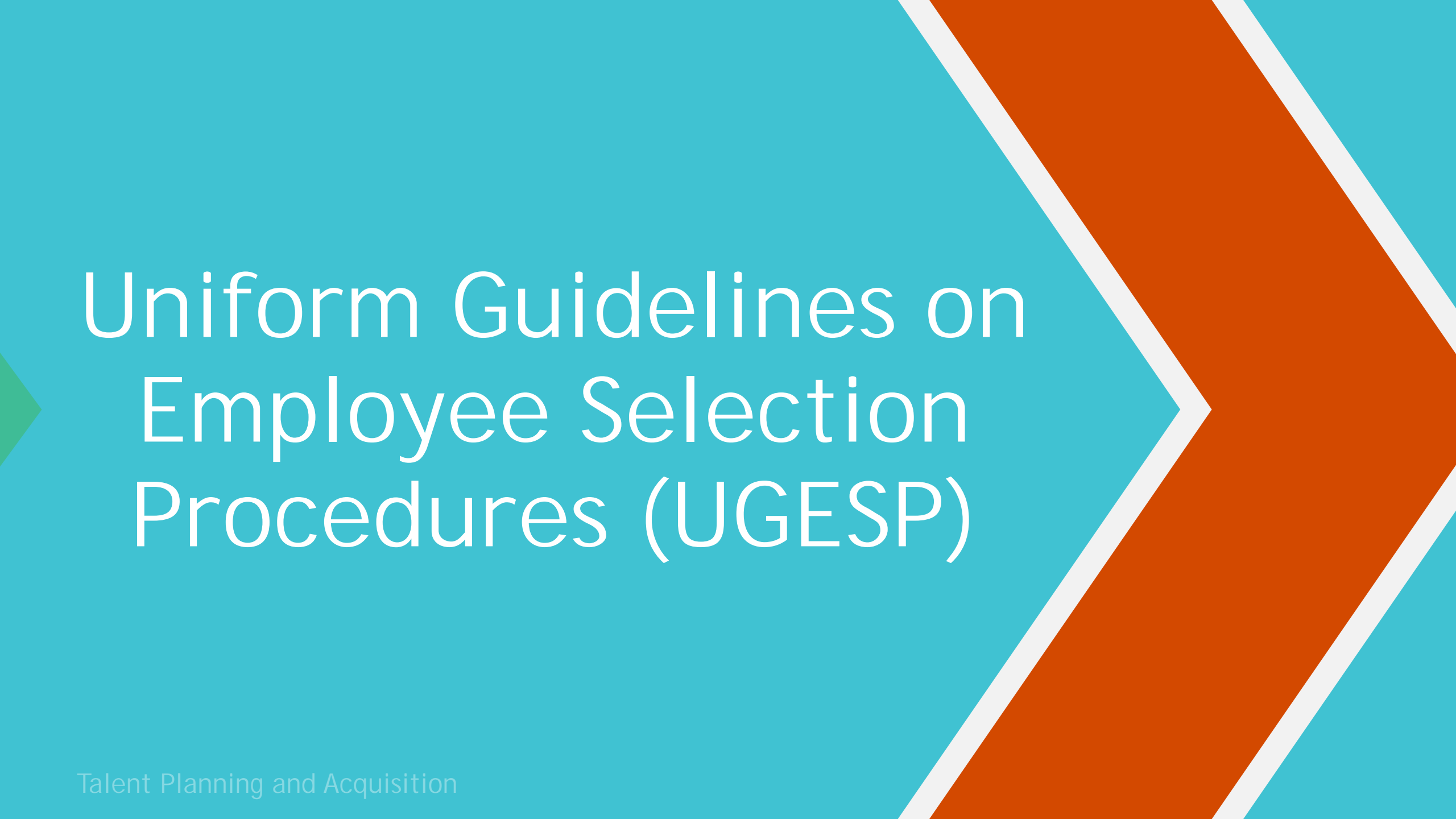
U.S. Bureau of Labor Statistics

Talent Planning and Acquisition

The principal federal agency responsible for measuring labor market activity, working conditions, and price changes in the economy.

Unemployed Status

Includes current or past
periods of unemployment.



Uniform Guidelines on Employee Selection Procedures (UGESP)

Apply to all selection procedures used to make employment decisions, including interviews, review of experience or education from application forms, work samples, physical requirements, and evaluations of performance.

The guidelines are designed to aid in the achievement of our nation's goal of equal employment opportunity without discrimination on the grounds of race, color, sex, religion, or national origin.



Unusual Recruiting Sources

Fliers, community organizations,
prison work programs, individuals
leaving vendors.



Verbal Contracts

Spoken agreement
between parties.



Vetting

A process that involves investigating an applicant's background and qualifications prior to her employment with a company.



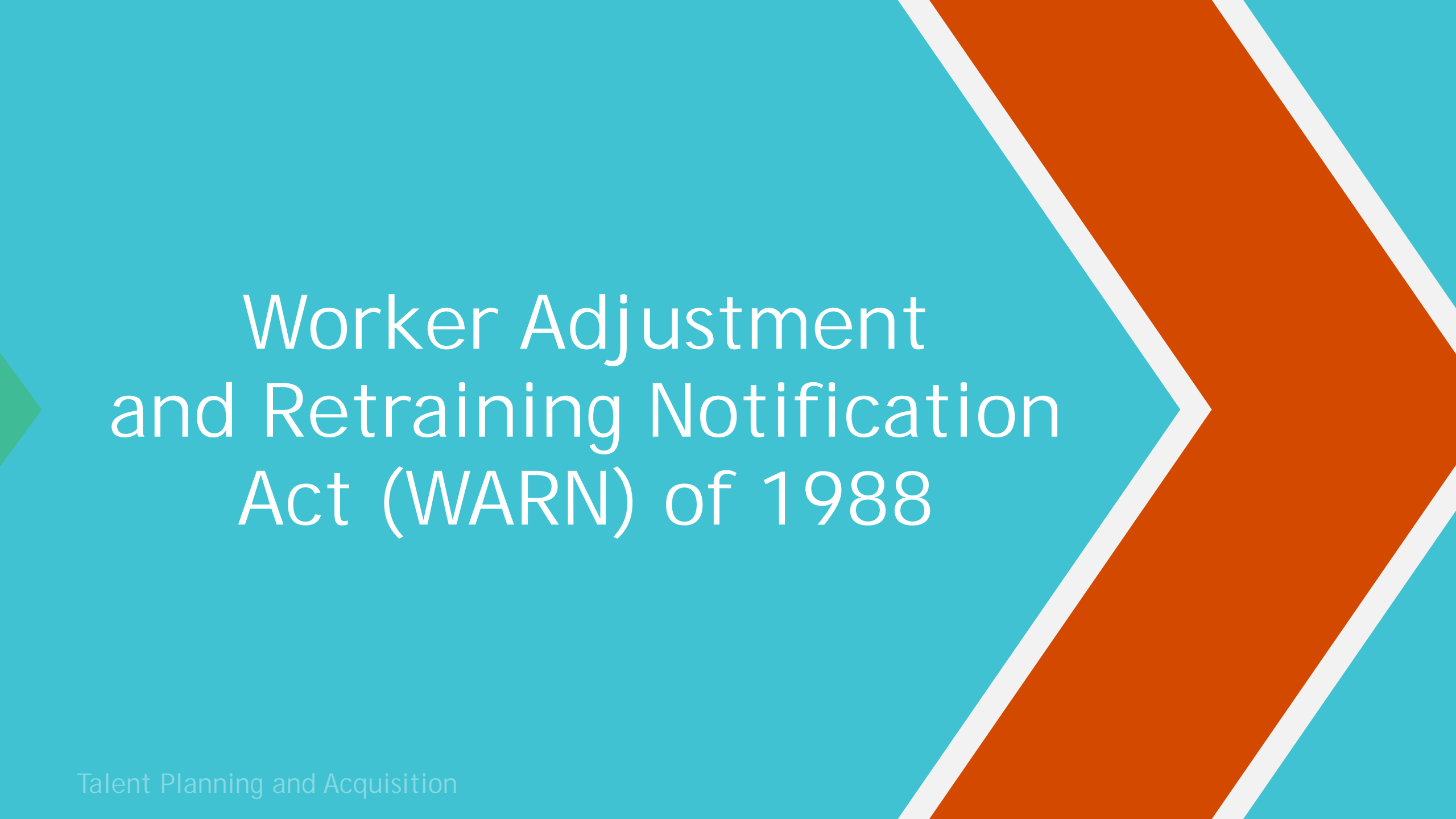
Voluntary Termination

Termination in which an employee provides notice of their intent to resign or retire from the organization.



Weighted Employment Applications

Application that is used to assist recruiters in evaluating candidate qualifications and reduces bias in the screening process.



Worker Adjustment and Retraining Notification Act (WARN) of 1988

Provides some protection in the event of mass layoffs or plant closings. Employers with 100 or more employees or those with 100 or more full- and part-time employees who work in the total of 4000 hours or more per week are subject to the provisions of the WARN act.



Workforce Planning Process

An effective process based on workforce goals and objectives, job analysis and description that identifies KSAs needed, identification of qualified employees, and translating goals and objectives into tactical staffing plans.



Written Contracts

Formal agreements that prove that one party is ready to offer another a product or service in return for payment, or another good or service.