

Glossary

360-degree feedback method A method of providing feedback to an employee that assesses the employee's performance from five perspectives: immediate supervisor, peers, self, customers, and subordinates.

acquisition The initiative taken by one organization to own another organization.

affirmative action Federal policies that require employers to show initiative in recruiting a diverse pool of applicants for their job openings.

Age Discrimination in Employment Act (ADEA) A federal law that prohibits discrimination against employees over age 40.

Alderfer's ERG theory A content motivation theory that divides core needs into three groups: existence, relatedness, and growth.

ambicultural leader A leader who can combine the best of many cultures while avoiding the cultures' limitations and biases.

Americans with Disabilities Act (ADA) A federal law that requires employers of 15 or more employees to provide reasonable accommodations for persons with disabilities and that prohibits discrimination against a qualified individual with a disability in hiring practices, testing, firing, promotion, job training, or regarding wages.

Americans with Disabilities Act Amendments Act (ADAAA) A federal law that expands the definitions of *disability* formerly adopted by the ADA.

aptitude How quickly or easily one will learn in the future.

attitudes Cognitive and emotional appraisals that shape subsequent behavioral tendencies.

attrition A reduction in the number of employees by not replacing those who leave.

autonomy The level of freedom and independence a worker is given regarding work schedules and the procedures used to complete the job.

availability A cognitive bias that causes an evaluator giving a performance review to place more importance on recurring factors, no matter how minor they are.

baby boomers The generation born between 1946 and 1964.

balanced scorecard An HR metric that balances financial with other strategic performance factors such as internal business processes, customer service, learning, and growth.

behavioral competency Personality traits, interpersonal skills, and character dimensions that an employee possesses and that differentiate him or her from others.

behaviorally anchored rating scale (BARS) A graphic rating scale in which each of the points on a scoring scale is anchored with specific behavioral descriptions for what constitutes performance at that level.

benchmarking Comparing organizational performance metrics against those of other organizations.

benefits Compensation apart from wages and salaries, often provided by employers to employees over and above their normal wages and salaries.

Big Five personality traits Five recognized individual differences: conscientiousness, extroversion, agreeableness, emotional stability, and openness to experience.

broadbanding Reducing the number of pay grades by combining some of them and widening the pay ranges.

built-to-change organizations Organizations with robust strategies that prepare them to quickly and effectively respond to multiple environmental scenarios, stringing together a series of competitive advantages appropriate to various situations.

business mastery Competency involving a deep understanding of an organization's business and its technological, economic, and financial aspects.

businesses process reengineering The analysis and redesign of workflows and business processes within an organization to reduce costs, enhance quality, or improve other aspects of the processes involved in producing a product or providing a service.

cafeteria plan A flexible benefits plan that allows employees to select a combination of benefits from a pool of choices, according to their own preferences but within some overall limits.

career planning The method through which individuals map and pursue their career goals and objectives.

Civil Rights Act A set of federal laws and regulations, divided into several sections or titles, each of which deals with particular facets of discrimination (e.g., voting rights, public accommodations, and public education). Title VII of the act guarantees equal opportunity in employment and prohibits discrimination based on gender, religion, race, national origin, or ethnic background.

coaching A broad form of training or development by a coach whose aim is to motivate employees and help them develop their skills.

competency-based job analysis An analysis method that identifies an individual's or team's capabilities, qualities, skill sets, technical expertise, and knowledge needed to effectively carry out a job.

competency-based pay A type of pay that rewards employees for what they can do and the knowledge and skills they possess or learn, regardless of their positions.

computerized job analysis systems A job analysis method similar to the paper questionnaire method, except that its surveys are in the form of computer scannable documents.

Consolidated Omnibus Budget Reconciliation Act (COBRA) A mandatory benefit that extends health care benefits to employees who leave their employers.

construct validity The extent to which a selection tool accurately reflects the abstract personal attributes, or constructs, that a tool intends to measure.

content perspectives Motivation theories that focus on the sources or needs that trigger motivation.

content-related validity The logical connection between the selection procedure and the actual job.

core self-evaluations A composite of four individual differences: self-esteem, generalized confidence, neuroticism, and locus of control.

corporate governance The relationship between managers and shareholders that results in shared corporate rights and responsibilities.

counterproductive work behaviors (CWBs) Voluntary behaviors that violate significant organizational norms, and in so doing, threaten the well-being of the organization or its members.

criterion-related validity The predictive, empirical link between a predictor and an actual measure of job performance.

critical incident approach The collection of a series of anecdotes of job behavior by asking subject matter experts (SMEs) to recall examples of particularly effective or ineffective job behavior they have observed.

critical incident method A performance appraisal technique in which managers keep track of each positive or negative incident of their employees' job-related performances, recording these incidents on an ongoing basis.

defined-benefit pension plan A retirement plan in which the employee receives fixed benefits upon retirement, based on the amounts invested by the employer or employee and regardless of the performance of the investment pool.

defined-contribution pension plan A retirement plan to which the employee, the employer, or both make fixed contributions to an investment account.

development The process that prepares employees to take on the duties and responsibilities of other positions that they are to assume in the future.

disparate impact A situation in which a policy or selection procedure that does not explicitly discriminate against members of a protected class has a discriminatory effect, whether intended or unintended.

disparate treatment A situation in which an organization explicitly discriminates against an individual based on one of the protected classes.

Dodd-Frank Wall Street Reform and Consumer Protection Act A federal law that expands whistleblower protections, simplifies reporting of irregularities, and provides financial incentives to whistleblowers.

downsizing The process of reducing the workforce through eliminating jobs in order to cut costs and improve efficiency.

economic value added (EVA) is a measure of organizational financial performance calculated by deducting the cost of capital from the operating profit.

emerging economies Although consensus has not been established on what general criteria distinguish emerging economies from developing countries, one of the primary characteristics of emerging economies is their attractiveness to outsourcing from developed countries based on value added, rather than these countries' merely providing low-cost goods or services.

Employee Polygraph Protection Act A federal law that limits the scope of lie detector use and prohibits it as the sole determinant in hiring and firing decisions.

employee productivity The ratio of the actual employee production to the planned or anticipated production for the core set of functions, duties, and responsibilities of the job performed.

employee referrals A form of recruiting through which employees within the organization recommend personal or professional acquaintances, such as friends or family members, for the organization's employment consideration.

employee stock ownership plans (ESOP) Noncash rewards for employees in the form of shares of an organization's stock.

employer/“pay-or-play” mandate

The PPACA mandate that requires employers with 50 or more employees to subsidize health insurance premiums for low-income employees, pay a fee for every employee who receives a tax credit for health insurance coverage, or both.

employment agencies Private and public agencies that gather information about candidates for employment in the market; evaluate their qualifications, skill sets, and experiences through a series of interviews and tests; and then connect candidates with the relevant hiring organizations.

Employment Non-Discrimination Act (ENDA) A federal law that prohibits discrimination based on sexual orientation and gender identity.

environmental scanning A stage of the HR planning process that emphasizes identifying, examining, or anticipating positive or negative factors in the external environment that might influence the organization.

Equal Employment Opportunities Commission (EEOC) A federal entity that enforces anti-discriminatory laws and facilitates their application in organizations through education and technical assistance.

Equal Pay Act A federal law that prohibits pay differentials for equal jobs across genders.

equity theory A process motivation theory that explains actions based on equity perceptions, which are formed through comparing one’s inputs and outcomes with those of others.

essential job functions Basic, recurring job duties and responsibilities.

ethnorelativity An approach that allows positive global leaders to experience their own culture as one of many; identify complex and subtle cultural patterns; habitually express themselves through multiple, culturally appropriate affective and behavioral systems; and eventually experience an expanded self-view that can readily move into and out of multiple worldviews.

evidence-based management

Practices that are based on rigorous scientific research and can deliver real results.

exempt positions Jobs in which employees are not eligible for overtime pay; examples include executive, administrative, knowledge, service, and professional jobs.

existing documentation Materials that include existing position descriptions, training guides, self-paced instructional manuals, and broad position descriptions available from O*NET.

external validity The generalizability of a selection tool or procedure.

face validity The subjective impression of how relevant to a job various applicants, organizations, or observers perceive a predictor to be.

Fair Labor Standards Act (FLSA) A federal law that distinguishes between exempt and nonexempt employees based on the nature of their work.

Family and Medical Leave Act (FMLA) A federal law that requires organizations that employ 50 or more workers to grant workers up to 12 weeks of unpaid leave, for family or medical reasons in any given one-year period, to employees who have worked at the organization for at least one year.

feedback Information provided to an employee about his or her performance.

Felder-Silverman model One of the most recognized models of learning styles; the model classifies learners as active/reflective, sensing/intuitive, visual/verbal, and/or sequential/global.

flextime A work scheduling system that requires employees to work during certain predefined hours of the day, leaving the remaining hours of the day more or less open for employees to fill as they please, provided that they work the full day.

forced-distribution method A relative performance evaluation technique that allows managers to assign or allocate certain percentages of employees into predetermined appraisal categories.

functional job analysis (FJA) An analysis method designed by the DOL to gather information about jobs and create the *Dictionary of Occupational Titles* (DOT) job classification system.

fundamental attribution error A cognitive bias that causes people to attribute their own successes to internal causes and their own failures to external factors, while doing the opposite when they assess others' successes and failures.

gap analysis HR planning that determines the discrepancy between the current workforce quantity and level of proficiency against the quantity and level required and identified by an organization through environmental scanning, labor market analysis and forecasting, and internal analysis and forecasting.

general mental abilities (GMA) Raw intelligence as measured by recognized intelligence quotient (IQ) tests.

Generation X The generation born between 1965 and 1976.

Generation Y The generation born between 1977 and 1997. Also referred to as *millennial*.

Generation Z The generation born after 1997.

global leaders People in business settings whose role is to influence the thoughts and actions of others to achieve some finite set of business goals, usually displayed in large, multicultural contexts.

globalization The process driven by international trade and investments in foreign markets that makes it possible for organizations to offer customers products and services from all over the world at any time.

goal setting theory A theory that views humans as being motivated by the pursuit of challenging goals.

graphic rating scale method An absolute performance appraisal method in which all the criteria associated with a job are listed, and managers evaluate employees by assigning a numerical value for each of those criteria, based on a predetermined scoring scale.

halo effect A cognitive bias that can trigger erroneous judgments about an employee based on a limited number of performance dimensions.

Hawthorne effect Employees' tendency to perform better when they believe there is a form of intervention taking place, regardless of the effectiveness of the intervention.

Health Insurance Portability and Accountability Act (HIPAA) A mandatory benefit that ensures the security and privacy of health information and grants employees the right to replace their health insurance plans after changing employers or losing jobs, regardless of pre-existing health conditions.

health maintenance organization (HMO) A voluntary health care benefit plan offered by employers that connects employees with contracted primary-care physicians, who provide most of the care and treatment needed and refer patients to contracted specialists only as needed.

Herzberg's two-factor theory A content motivation theory that suggests that the factors that decrease motivation will most likely be extrinsic, while the factors that increase motivation will likely be intrinsic. Extrinsic factors are also referred to as *hygiene factors*, and intrinsic factors are also referred to as *motivators*.

hostile work environment A discriminatory and thus illegal form of harassment by which some organizational members create an uncomfortable or offensive environment for others, causing them undue hardships and hindering their abilities to adequately perform their jobs.

hourly pay A set rate of wages for each hour worked.

HR audit A tool for organizations to diagnose the current status of HRM through assessing HR policies and the degree to which they fit organizational strategies.

HR mastery Competency involving the ability to execute practices effectively, to make sure that these practices meet employees' needs, and are also aligned with organizational goals.

HR metrics Quantitative measures that can be used for assessing the efficiency and effectiveness of HR functions through tracking critical HR-related factors.

HR personal credibility Competency in building and developing both internal and external relationships.

HR planning The process of managing an organization's most valuable asset—its people—so that there are no shortages or surpluses of employees in the organization.

HR talent inventory A system that tracks key indicators of existing talent within the organization such as the knowledge, skills, abilities, other characteristics (KSAOs), and competencies acquired by current employees; their promotions, lateral movements, and training and development opportunities; and their performance appraisals and changes in assigned tasks, duties, and responsibilities.

HRM process Eight practices or activities whose purposes are to attract, retain, and motivate qualified employees: strategic HR planning, job analysis and design, recruitment, selection, performance appraisal, training and development, compensation, and benefits administration.

human capital-centric organization An organization that aligns its features toward attracting talented individuals and enabling them to work together effectively.

human resource management The management of human skills and talents to make sure they are effectively used and in alignment with an organization's goals.

human resources information systems (HRIS) HR database applications that provide accurate HR-related data.

Immigration Reform and Control Act A federal law that prohibits hiring illegal aliens.

in loco parentis rule Latin for “in the place of a parent.” This rule is an interpretation of FMLA that expands the definition of parenting for FMLA eligibility purposes to include extended family, same-sex partners, and other nontraditional family arrangements that contribute to the care of a child.

independent contractors Self-employed individuals or entities that provide a product or a service to the organization for a contracted fee.

individual differences Personal traits that tend to be stable over time and across situations.

individual mandate The PPACA mandate that requires U.S. citizens and legal residents to have qualifying health care coverage.

internal analysis and forecasting HR planning that aims to identify future tasks that the organization will need to perform, to match these tasks with the skill sets of the organization’s currently available employees, and to fulfill strategic plans and future objectives.

internally equitable structures Pay structures that emphasize equity of pay within and across jobs in the organization.

interview method A job analysis method that gathers information about a job through interviews with workers, supervisors, and subject matter experts.

job analysis The methodology or approach through which HR collects and evaluates information pertaining to the content and human requirements related to a particular job.

job classification system A system that entails describing each class of jobs, also called a *job family*, and then placing each job under the class or family it matches.

job description A document that identifies characteristics of the job to be performed in terms of the tasks, duties, and responsibilities an employee must fulfill.

job design Structuring jobs in a way that attracts talent, enhances satisfaction, and meets the needs of the employee and the organization.

job enlargement Broadening the scope of a job through widening the types of tasks and responsibilities performed in it, for the purpose of making the job more interesting and less monotonous.

job enrichment Assigning employees more challenging work to empower them and make jobs more meaningful.

job evaluation data method A method for establishing pay grades that links job evaluation points and data from pay surveys to identify how these two factors relate to job value; jobs that have similar point values are then grouped into the same pay grade.

job family A group of jobs that follow the same pay grade structure.

job performance The total expected value to the organization of discrete behavioral episodes that an employee carries out over a prescribed period of time.

job redesign The process through which organizations reconstruct and reconfigure the currently existing design of a particular job's roles, duties, and responsibilities.

job rotation Assigning employees to different jobs to increase the variety of activities performed.

job sharing A work system that allows two or more employees to perform the same job, with all its associated duties and responsibilities, on a part-time basis.

job specification A document that describes the ideal person for the job in terms of the type and level of knowledge, skills, and abilities (KSAOs) that are required, necessary, or relevant to the job performance.

justice theories Process motivation theories that attribute motivation to a combination of five forms of perceived justice: procedural, distributive, informational, interactional, and organizational justice.

Kirkpatrick's model The most recognized model of training evaluation; it describes four levels of evaluation: reaction, learning, behavior, and results.

knowledge work Work that consists of complex, goal-oriented activities that require high levels of competency to complete; such work seldom has a single set of correct results or best practices.

knowledge workers Workers who have the ability to interpret, analyze, and develop knowledge.

labor relations The relationship between management and unionized workers regarding employment conditions.

lateral transfer A horizontal move in which an individual shifts to another position at the same level of the organizational hierarchy.

layoffs Either permanent employment termination or temporary employment suspension in which employees can go back to work when the business improves.

leadership development Expanding the collective capacities of organizational members to engage effectively in leadership roles and processes.

learner readiness The capacity, motivation, and willingness to learn.

learning styles The ways in which people learn and a factor to be addressed during the training design stage. As people learn in different ways, there is no single learning style that works best for everyone.

management by objective A performance appraisal method that evaluates employees based on their successful completion of pre-established goals and objectives that are jointly set by the manager and the employee, while the means, tools, and processes are left at the discretion of the employee.

managerial job analysis questionnaire An analysis questionnaire that is specialized for managerial positions and focuses on such areas as decision-making and leadership.

mandatory benefits Benefits that employers are required to provide by law.

marginal job functions Job duties that are only supplementary or supportive to the job.

market banding A method for establishing pay grades that uses market pricing to value jobs and group them into the same pay grade when the jobs have similar market survey amounts.

market line The midpoint of a pay range.

market pricing structures Pay structures that focus on assessing the pay of each job in relation to prevailing market rates. Also known as *externally equitable structures*.

Maslow's hierarchy of needs A content motivation theory that places needs in order—starting with the simplest needs and ending with the most complex—ranging from physiological and security needs to needs for belongingness, esteem, and self-actualization.

McClelland's acquired needs theory A content motivation theory that argues that there are two types of needs: those that people are born with, and those that are acquired through life experiences, including the needs for achievement, affiliation, and power.

mentoring A developmental approach that helps an employee, also called the *mentee* or *protégé*, to develop his or her skills through interacting with a more experienced coworker or supervisor, called the *mentor*.

merger Two organizations combining their resources and unifying their goals and objectives to become a single entity.

narrative technique A subjective performance appraisal technique in which the evaluator provides a written essay describing the employee's job performance and behavioral patterns.

National Labor Relations Act (NLRA) A set of federal laws that govern such issues as unionization, employee representation rights, interfering with union affairs, and employment discrimination.

non-exempt positions Jobs for which employees are eligible for overtime pay.

observation method A job analysis method that requires observing a worker while he or she is performing the job; the method's purpose is to obtain first-hand knowledge of the tasks and duties performed.

onboarding See *orientation*.

organizational citizenship behaviors (OCBs) Work behaviors that go above and beyond the call of duty, are not explicit role expectations, and are rarely, if ever, formally recognized or rewarded by the organization.

organizational culture The set of values and norms that are shared by people and groups in an organization, and that control the way they interact with one another and with stakeholders outside the organization.

organizational effectiveness The degree to which an organization is able to meet its goals and objectives.

organizational efficiency The degree to which an organization is able to maximize the productivity of given resources, produce a given output with minimal resources, or accomplish both aims.

orientation Training administered to new employees to familiarize them with their jobs, their managers, their coworkers, and the organization's structure, culture, and processes. Also known as *onboarding*.

outcome-based incentives Financial incentives, usually offered in addition to wages and salaries, and linked to predetermined, quantifiable outcomes.

outsourcing Contracting some of an organization's activities to third-party service providers, consulting firms, or vendors.

paired comparison method A relative performance evaluation technique that uses a matrix in which each employee is evaluated against every other employee performing the same job.

Patient Protection and Affordable Care Act (PPACA) A federal law that increases the responsibilities of employers, employees, and insurance companies to expand coverage, accessibility, and affordability of health care benefits, and progressively penalizes them for failing to do so. Also known as *Obamacare* or the *Affordable Care Act (ACA)*.

pay compression A situation in which the difference in pay among employees is small regardless of their level of skill or experience.

pay grade A level assigned to each job that determines how much the job incumbent should be paid.

pay range The minimum and maximum pay for each pay grade.

pay structure An organization's approach to using pay to implement its philosophy and value system.

pension plan A retirement plan offered voluntarily by an employer and funded by both the employer and employee, under which the employer's contributions go toward the employee's pension pool of funds.

performance appraisal The process through which employee performance is assessed, feedback is provided to the employee, and corrective action plans are designed.

person-job fit The extent to which the demands of the job are compatible with the capabilities of the employee and to which the needs or preferences of the employee are met by the job.

person-organization fit The extent of the resemblance between the personal core values and beliefs of employees and the norms, rules, regulations, and values of the organizations where they work.

physical distance The geographic dispersion of an organization's leaders and employees.

piece-rate pay Wages based on the number of units or "pieces" produced.

position analysis questionnaire An analysis questionnaire that records details about a certain position and tends to be oriented more toward workers by emphasizing the behavioral characteristics a given position requires.

positive psychological capital An individual's positive psychological state of development that is characterized by (1) having confidence (self-efficacy) to take on and put in the effort necessary to succeed at challenging tasks; (2) attributing positive reasons and causes (optimism) to succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency), to attain success.

preferred provider organization (PPO) A managed care organization of doctors, hospitals, and other health care providers that makes a covenant with an insurer to provide health care services to employees or members at reduced rates.

Pregnancy Discrimination Act A federal law that prohibits dismissal of an employee because of pregnancy and ensures job security during maternity leave.

presenteeism Employees reporting to work while sick and thus being present but unproductive.

process and equity perspectives Motivation theories that focus on explaining the process leading to motivation.

professional employer organizations (PEOs) Organizations that provide employers with talent leases on a temporary basis, depending on employer needs. See also *temp agencies*.

psychological contract Unwritten rules and expectations regarding the relationship and exchange between employers and employees.

psychological or social distance Status or power differentials between organizational leaders and employees.

psychological states Cognitive, affective, and social capabilities that represent openness to growth, development, and change over time and across situations.

questionnaire method A job analysis method that gathers information through surveys that include questions about various aspects of a job.

quid pro quo Latin for “this for that.” A discriminatory and thus illegal form of harassment where the harassing member of the organization requires the harassed member to exchange sexual favors against his or her will.

realistic job preview An accurate picture of a job that communicates all its positive and negative aspects to job applicants.

recruitment process The process of identifying and attracting qualified talent for organizational jobs in a timely and effective manner.

reliability The extent to which the results from a predictor (such as a selection tool, method, or procedure) can be replicated.

resource-based view (RBV) The strategic stance that an organization’s tangible and intangible resources can take to lead to a sustainable competitive advantage if the resources are valuable, rare, inimitable, and nonsubstitutable.

return on investment (ROI) A financial measure that evaluates the efficiency of an investment by determining the actual and prospective costs and benefits over time.

reverse discrimination An illegal practice in which the majority group is discriminated against in favor of a minority group.

salary Fixed pay that is stated in terms of a rate per week, month, or year.

Sarbanes-Oxley Act (SOX) A federal law that regulates the financial reporting requirements of publicly traded companies to protect investors’ rights and that prohibits retaliation against whistleblowers.

self-efficacy A person’s belief about his or her ability to mobilize the motivation, cognitive resources, and courses of action necessary to execute a specific action within a given context.

self-fulfilling prophecies Bias in which we tend to see what we expect to see; for example, if managers poorly judge employees to be failures and expect these employees to fail, then the employees are likely to fail, but if a manager believes in an employee and expects him or her to succeed, then he or she will be likely to succeed.

severance pay Payment offered voluntarily by employers to employees upon termination of employment.

skill variety The degree to which an employee uses a range of skills and talents.

social capital The value added through interpersonal relationships, interactions, and networking.

social networking A recruiting strategy that makes use of blogs, technical and specialized online journals, job-recruiting sites, and other informal communication to reach out to qualified applicants among like-minded professionals.

social recruiting A process by which both online and offline social and professional networks of individuals and organizations connect and communicate in order to match jobs with the right candidates.

Social Security Mandatory retirement benefits, provided by the U.S. government, for previously employed individuals, the cost of which is shared between employees and employers.

stereotyping A cognitive bias that causes a person to inaccurately view employees who belong to particular groups, which can be both unfair and discriminatory.

stock options Noncash rewards offered to employees to give them the right to buy shares of an organization's common stock at a price that is lower than market rates.

strategic contribution Competency that means that HR has to be able to be a key contributor to organizational success.

strategic human resource management Leveraging the linkages between human resource practices and organizational goals and objectives, toward the purpose of cultivating a positive corporate culture. This process can promote innovation and flexibility, and subsequently lead to a more competitive edge.

strategic plan A plan that outlines the steps required for achieving organizational goals and objectives, serves as a foundation for the whole organization so that each person can have a clear understanding of the organizational vision and know what is expected of him or her, and assists managers in such processes as problem solving, decision making, market planning, and designing business unit and operational goals and strategies.

strategy A long-term plan designed by an organization to compete effectively in a specific market by meeting customers' needs as well as balancing other stakeholders' expectations.

structural distance Distance between leaders and employees caused by organizational structure decisions such as centralization, departmentalization, and span of control.

succession planning The process of scanning and monitoring influential workforce contributors within an organization in order to identify suitable future replacements, hence preserving the human assets and wealth of the organization.

SWOT analysis An analysis of the internal strengths and weaknesses, as well as the external opportunities and threats, in an organization's environment.

task identity The degree to which a job allows an employee to complete an identifiable work product and see clearly tangible or perceivable outcomes.

task significance The extent to which the effect and contribution of work can be seen.

task-based job analysis A job analysis method that identifies the tasks, duties, and responsibilities associated with performing a job.

team-based pay Compensating team members based on the overall team performance instead of individual performance.

technical competency Specific technical expertise, knowledge, specialization, or skills that an employee possesses and that differentiate him or her from others.

technology Tools HR professionals must embrace and leverage such as human resource information systems, social media, and networking platforms, to be able to transform HR's performance of its roles and functions.

telecommuting A work system that allows employees to work from home or a location of their choice, rather than in a designated office space.

temp agencies See *professional employer organizations (PEOs)*

Thorndike's law of effect The notion that behaviors that are followed by positive consequences tend to increase in frequency, while those followed by negative consequences tend to decrease in frequency.

Title VII of the Civil Rights Act A federal law that prohibits discrimination based on sex, religion, race, ethnicity, or national origin in hiring, promoting, firing, setting wages, testing, training, apprenticeship, and other terms and conditions of employment.

traditionalists The generation born before 1946. Also known as *matures*.

training A process that provides employees with opportunities to obtain the necessary knowledge, skills, and abilities that will enable them to perform their current job-related duties more effectively and responsibly than they would without the training.

training delivery The fourth stage of the training process, which focuses on the methods and logistics of training.

training design The second stage of the training process, in which specific objectives are set for the training based on the identified training needs.

training development The third stage of the training process, in which the content and resources that best meet the goals and objectives of the training are determined and addressed.

training evaluation The last stage of the training process, in which organizations assess whether the training has met the needs and objectives for which it was designed.

training needs assessment The first stage of the training process, in which performance is evaluated at the organizational and individual levels, including a search for gaps between the current and the required competencies that might hinder the progress of the organization.

transfer of training The extent to which training is subsequently utilized and applied on the job.

utility analysis A scientific approach to quantifying the return on investment in effective selection and other HR practices, using statistical formulas to calculate these returns over time.

validity The extent to which a selection tool or procedure can accurately predict subsequent performance.

virtuous spirals Periods of dynamic alignment with the environment when the organization is able to seamlessly string together a series of temporary competitive advantages.

voluntary separation programs Programs that offer senior employees severance and benefits payments, such as early retirement buyouts, in order to persuade them to retire or leave early.

Vroom's expectancy theory A process motivation theory that explains the motivation process using three dimensions: expectancy, valence, and instrumentality.

whistleblowers Employees who report ethically questionable or fraudulent financial reporting.

Worker Adjustment and Retraining Notification (WARN) Act A set of federal laws that obliges organizations to provide employees with a 60-day advance notification of layoffs or plant closings. It does not apply to employers with fewer than 50 employees or part-time or seasonal workers.

workers' compensation A mandatory form of insurance that covers situations when a person is injured in the course of employment.

workforce reduction Job eliminations due to the closing down of certain offices, plants, or operations. Reduction can also be caused by automation, economic slowdown, political unrest, and other factors that render the benefits of a larger workforce lower than the cost of retaining it.