# Contents

### Section 1

Introduction and Equal Employment Opportunity 3

- 1. Human Resource Management: Present and Future Human Resource Functions. Who Performs the Human Resource The Human Resource Department. Functions? The Expanding Role of Human Resource Management. Human Resource Manage-Opportunities in Human Resource Management: ment Tomorrow. Entering the Field. Advancement Potential. Employment Out-Earnings. Company Profits and the Human Resource Manager. Human Resource Management and Organizational Performance.
- 2. Equal Employment Opportunity: The Legal Environment 25 Equal Employment Opportunity Laws: Title VII, Civil Rights Act. Age Discrimination in Employment Act. Equal Pay Act. Rehabilitation Act of 1973, as Amended. Vietnam-Era Veterans Readjustment Assistance Act. Pregnancy Discrimination Act. Executive Orders 11246, 11375, and 11478. State and Local Government Equal Employment Laws. Enforcement Agencies: Equal Employment Office of Federal Contract Compliance Opportunities Commission. Landmark Cases: Griggs v. Duke Power Company. Programs. Albemarle Paper v. Moody. Washington v. Davis. University of California Regents v. Bakke. United Steelworkers of America v. Memphis Firefighters, Local 1784 v. Stotts. Wendy Wygant et al., v. Jackson Board of Education. Local 93, International Association of Firefighters v. City of Cleveland. Local 28, Sheet Metal Workers; International Association and Local 28, Joint Apprenticeship Committee v. Equal Opportunity Commission. "Uniform Guidelines on Employee Selection Procedures". Adverse Impact. Line" Concept. Where Adverse Impact Exists: The Basic Options.
- 3. Implementing Equal Employment Opportunity EEOC Compliance: Legal Powers of EEOC. EEOC Posting Require-Records and Reports. Compliance Process. Preemployment Inquiry Guide. Affirmative Action Plans. Bona Fide Occupational Qualification (BFOQ). Business Neces-Sexual Harrassment. Comparable Worth and Equal Pay Other Areas of Employment Discrimination: Native Americans Issues. Sexual Preference. (Indiana). Religion.

### **Section 2**

# Staffing the Organization 77

4. Job Design and Job Analysis 79

Basic Terminology. Job Design: Job Content. Job Methods.

The Physical Work Environment. Design Guidelines.

Sociotechnical Approach to Job Design. Job Analysis: Products of Job Analysis. Uses of Job Analysis. Job Analysis Methods. Potential Problems with Job Analysis.

5. Human Resource Planning 111

How HRP Relates to Organizational Planning. Steps in the HRP Process: Determining Organizational Objectives. Determining the Skills and Expertise Required (Demand). Determining Additional (Net) Human Resource Requirements. Developing Action Plans.

Synthesizing the HRP Process. HRP: An Evolving Process. Specific Role of the Human Resource Department: Tools and Techniques of HRP. Time Frame of HRP. Common Pitfalls in HRP.

6. Recruiting Employees 133

Sources of Qualified Personnel: Internal Sources. External
Sources. Methods of Recruitment: Job Posting. Advertising.
Campus Recruiting. Employment Agencies. Employee Referrals
and Walk-ins/Write-ins. Effectiveness of Recruitment Methods.
Realistic Job Previews. Who Does the Recruiting, and How?
Organizational Inducements. The Recruitment Interview.
Equal Employment Opportunity and Recruitment.

7. Selecting Employees 159

Validation of Selection Procedures: Empirical Validity. Content and Construct Validity. Guidelines for Validating Selection Reliability. Procedures. Selection Process: Application Form. Preliminary Interview. Applicant Testing. Diagnostic Interview. Reference Physical Examination. Checking. Making the Final Selection Decision.

# **Section 3**

# Training and Developing Employees 189

8. Orientation and Employee Training 191

Orientation: Shared Responsibility. Company Orientation. Departmental and Job Orientation. Orientation Kit. Orientation Length and Timing. Follow-Up and Evaluation. Training Employees: Determining Training Needs. **Establishing Training** Objectives. Methods of Training: On-the-Job Training and Job Rotation. Apprenticeship Training. Classroom Training. Principles of Learning: Motivation to Achieve Personal Goals. Knowledge of Results. Reinforcement. Flow of the Training Program. Practice and Repetition. Spacing of Sessions. Whole or Evaluating Training: Reaction. Part Training. Learning. Behavior. Results.

#### 9. Management and Organization Development 215 Management Development Process. Determining the Net Management Requirements: Organizational Objectives. Management Inventory and Succession Plan. Changes in the Management Needs Assessment: Organizational Needs. Needs of Indi-Establishing Management Development vidual Managers. Objectives. Methods Used in Management Development: *Understudy* Assignments. Coaching. Experience. Job Rotation. Projects and Committee Assignments. Classroom Training. University and Professional Association Seminars. Evaluation of Management Development Activities. Assessment Centers. Organization Development: Sensitivity Training. Grid Training. Behavior Modeling.

#### 10. Performance Appraisal Systems 241

Performance Appraisal: Definition and Uses. Understanding Performance: Determinants of Performance. Environmental Factors as Performance Obstacles. Performance Appraisal Methods: Goal Setting, or Management by Objectives (MBO). Work Standards. Essay Appraisal. Critical-Incident Appraisal. Graphic Rating Scale. Checklist. Behaviorally Anchored Rating Scales (BARS). Forced-Choice Rating. Ranking Methods. Potential Errors in Performance Appraisals. Overcoming Errors in Performance Providing Feedback through the Appraisal Inter-Appraisals. view. Performance Appraisal and the Law.

#### 11. Career Planning 265

Why Is Career Planning Necessary? Who is Responsible for Career Planning? Employee's Responsibilities. Manager's Responsibilities. Organization's Responsibilities. Developing a Career Plan: Individual Assessment. Assessment by the Organization. Career Pathing. Reviewing Career Progress. Career-Related Myths. Dealing with Career Plateaus: Rehabilitating Ineffective Plateauees Outplacement.

# **Section 4**

# Compensating Employees 287

# 12. The Organizational Reward System 289

Defining the System. Reward Selection. Relating Rewards to Performance. Job Satisfaction and Rewards: *The Satisfaction-Performance Controversy.* Other Factors in Job Satisfaction.

Employee Compensation: Compensation Policies. Pay Secrecy.

Government and Union Influence. The Importance of Fair

Pay. Pay Equity. Pay Satisfaction Model. The Role of the Human Resource Manager in the Reward System.

#### 13. Base Wage and Salary Systems 309

Objective of the Base Wage and Salary System. Job Evaluation: *Point Method. Fair Comparison Method. Job Classification Method. Job Ranking Method. Comparison of Job Evaluation Methods.*Pricing the Job: *Wage and Salary Surveys. Wage and Salary Curves.*Base Wage/Salary Structure.

#### 14. Incentive Pay Systems 333

Requirements of Incentive Plans. Individual Incentives: Piece Rate Plans. Plans Based on Time Saved. Plans Based on Commissions. Individual Bonuses. Suggestion Systems. Bonuses for Managerial Personnel. Stock Options for Managerial Person-Group Incentives. Organization-wide Incentives: Profit Employee Stock Ownership Plans (ESOPs). Sharing Plans. Scanlon-Type Plans. Making Incentive Plans Work.

#### 15. Employee Benefits 355

What Are Employee Benefits? Growth in Employee Benefits. Communicating the Benefit Package. Employee Preferences among Flexible Benefit Plans: Why Are Flexible Plans Attrac-Benefits. Legally Required Benefits: tive? Problems. Tax Implications. Social Security. Unemployment Compensation. Workers' Com-Retirement-Related Benefits: Pension Plans. pensation. Employees Not Covered by Pension Plans. Preretirement Plan-Insurance-Related Benefits: Health Insurance. Health Maintenance Organizations (HMOs). Dental Insurance. Supplemental Medical and Dental Insurance. Life Insurance. Accident and Disability Insurance. Payment for Time Not Worked: Paid Holidays. Paid Vacations. Other Benefits. The Benefit Package.

### **Section 5**

# **Understanding Unions**

#### 16. Legal Environment and Structure of Labor Unions 389 Legal Environment of Labor-Management Relations: Sherman Antitrust Yellow-Dog Contracts. Act (1890). Clayton Act (1914). Rail-Norris-La Guardia Act (1932). way Labor Act (1926). National Labor Relations (Wagner) Act (1935). Labor-Management Relations (Taft-Hartley) Act (1947). Labor-Management Reporting and Disclosure (Landrum-Griffin) Act (1957). Civil Service Reform Act Union Structures: AFL-CIO. National and International (1978).Unions. City and State Federations. Local Unions. Current

and Future Developments in the Labor Movement.

xii CONTENTS

- 17. Union Organizing Campaigns and Collective Bargaining 411 Union Membership Decision: Reasons for Joining. Who Joins the Union Organizing Campaign: Determining the Bargaining Election Campaigns. Election, Certification, and Decer-Unit. Good-Faith Bargaining. Participants in Negotiations: tification. Role of Third Parties. Employer's Role. Union's Role. Collective Bargaining Agreements. Specific Issues in Collective Bargaining Agreements: Management Rights. Union Security. Wages Individual Security (Seniority) and Employee Benefits. Impasses in Collective Bargain-Rights. Dispute Resolution. Trends in Collective Bargaining. ing.
- 18. Discipline and Grievance Handling 435 Causes of Disciplinary Actions. Discipline Defined. The Discipline Process: Prediscipline Recommendations. Administering Discipline. Legal Restrictions. Discipline and Unions. Grievance Procedure: Just Cause. Due Process. Fair Representa-Time Delays. Arbitration. Discipline in Nonunionized tion. Organizations.

## **Section 6**

# Organizational Maintenance, Communication, and Information Systems 461

- 463 19. **Employee Safety and Health** Occupational Safety and Health Act (OSHA): OSHA Standards. Record-Keeping/Reporting Requirements. Reactions to Penalties. OSHA. The Causes of Accidents: Personal Acts. Physical Environ-Accident Proneness. How to Measure Safety. ment. Organizational Safety Programs: Promoting Safety. Employee Health: Cancer and the Workplace. Occupational Health Hazards. Stress in the Workplace. Burnout. Alcoholism and Drug Abuse. Employee Assistance Programs (EAPs). Physical Fitness Programs.
- 20. Communication and Information Systems 489

  Human Resource Communication Systems: Basics of Communication. Pitfalls of Communicating Human Resource Programs.

  Information Systems in Human Resources: Advantages and Disadvantages of an HRIS. Computer Basics. Kinds of Computers.

  Human Resources Uses for Computers. Necessary Capabilities of an HRIS. Steps in Implementing an HRIS.

  Glossary of Terms 513

  Index 531

CONTENTS xiii