

# Contents

<i>Acknowledgments</i>		xi
<i>Acknowledgments from the First Edition</i>		xiii
<i>About the Author</i>		xv
<b>Foreword</b>	HR Rising to the Opportunity	xvii
	Dave Ulrich	
	<i>HR Career Mosaic</i>	xviii
	<i>HR Certification and Competencies</i>	xix
	<i>Conclusion</i>	xxiii
	<i>Notes</i>	xxiii
<b>Chapter 1</b>	The Human Resource Body of Knowledge: HRBoK™	1
	<i>The Building Blocks</i>	1
	<i>The HR Profession</i>	4
	<i>The Age of Organizational Behavior</i>	10
	<i>Structuring Human Resource Departments</i>	11
	<i>The Development of HR Competencies</i>	17
	<i>HRBoK™</i>	31
	<i>Notes</i>	32
<b>Chapter 2</b>	Business Management and Strategy	33
	<i>Introduction</i>	33
	<i>General Business Principles</i>	35
	<i>HR as a Strategic Partner</i>	51
	<i>Organizational Development (OD)</i>	80
	<i>The Role of HR</i>	98
	<i>Suggested Study or Organizational Audit Activities</i>	106
	<i>References</i>	106

<b>Chapter 3</b>	Workforce Planning and Employment	109
	<i>Introduction</i>	111
	<i>Workforce Planning: A Cascading Strategy</i>	111
	<i>Recruiting: Characteristics of People</i>	124
	<i>The Separation Process</i>	156
	<i>Metrics</i>	157
	<i>Succession Planning</i>	160
	<i>Global Workforce Planning</i>	161
	<i>Suggested Study or Organizational Audit Activities</i>	169
	<i>Notes</i>	170
	<i>References</i>	170
<b>Chapter 4</b>	Human Resource Development	171
	<i>Introduction</i>	174
	<i>Employee Training</i>	175
	<i>Theories of Motivation</i>	184
	<i>Instructional Design</i>	191
	<i>Talent Management</i>	204
	<i>Employee Development</i>	216
	<i>Metrics</i>	229
	<i>Suggested Study or Organizational Audit Activities</i>	234
	<i>Case Study—Measuring Return on Investment in HR: A Global Initiative for HR Strategy, by Jack Phillips and Patti Phillips</i>	235
	<i>References</i>	243
<b>Chapter 5</b>	Compensation and Benefits	245
	<i>Case Study—Organizational Justice: The Case for Organizational Justice, by Katrina P. Merlini</i>	245
	<i>Introduction</i>	250
	<i>Strategic Compensation</i>	251
	<i>Designing Pay Systems</i>	260
	<i>Employee Benefit Programs</i>	269
	<i>Compensation and Benefits Outsourcing</i>	275
	<i>Expatriate Compensation</i>	275
	<i>Executive Compensation</i>	279
	<i>Metrics</i>	285
	<i>Suggested Study or Organizational Audit Activities</i>	285
<b>Chapter 6</b>	Employee and Labor Relations	287
	<i>Introduction</i>	288
	<i>Managing the Employee-Employer Relationship</i>	289
	<i>Employee Communication and Feedback</i>	296

	<i>Discipline and Terminations</i>	300
	<i>Managing the Union Relationship</i>	306
	<i>Suggested Study or Organizational Audit Activities</i>	317
	<i>Note</i>	317
<b>Chapter 7</b>	<b>Risk Management</b>	319
	<i>Introduction</i>	321
	<i>A Focus on Compliance</i>	322
	<i>Risk Assessments</i>	323
	<i>Injury and Illness Prevention Programs</i>	331
	<i>Return to Work Programs</i>	335
	<i>A Focus on Prevention</i>	336
	<i>Employee Communication and Safety Training</i>	347
	<i>Risk Management Techniques</i>	347
	<i>Metrics</i>	348
	<i>Suggested Study or Organizational Audit Activities</i>	348
<b>Appendix A</b>	<b>Alphabetical Listing of Legal Issues</b>	351
	<i>Affirmative Action Plans (AAPs)</i>	351
	<i>Age Discrimination in Employment Act of 1967 (ADEA)</i>	357
	<i>Americans with Disabilities Act of 1990 (ADA)</i>	359
	<i>Australian Federal Privacy Act of 1988</i>	361
	<i>Civil Rights Act of 1964 (Title VII)</i>	361
	<i>Common Law Doctrines</i>	365
	<i>Copyright Act of 1976</i>	369
	<i>Davis-Bacon Act of 1931</i>	370
	<i>Drug-Free Workplace Act of 1988</i>	370
	<i>EEO Survey</i>	371
	<i>Employee Retirement Income Security Act of 1974 (ERISA)</i>	374
	<i>Executive Orders</i>	381
	<i>Fair Credit Reporting Act of 1970 (FCRA)</i>	382
	<i>Fair Labor Standards Act of 1938 (FLSA)</i>	383
	<i>Family and Medical Leave Act of 1993 (FMLA)</i>	395
	<i>Foreign Corrupt Practices Act of 1977</i>	408
	<i>Genetic Information Nondiscrimination Act of 2008 (GINA)</i>	409
	<i>Glass Ceiling Act of 1991</i>	410
	<i>Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA)</i>	411
	<i>Immigration Reform and Control Act of 1986 (IRCA)</i>	411
	<i>International Labour Organization (ILO)</i>	414
	<i>International Trade Organizations</i>	415
	<i>Mine Safety and Health Act of 1977 (MSHA)</i>	416

<i>Occupational Safety and Health Act of 1970 (OSHA)</i>	417
<i>Organisation for Economic Co-operation and Development (OECD): Guidelines for Multinational Enterprises (MNEs)</i>	430
<i>Patient Protection and Affordable Care Act of 2010 (PPACA, ACA, Obamacare)</i>	431
<i>Pension Protection Act of 2006 (PPA)</i>	432
<i>Privacy Act of 1974</i>	432
<i>Privacy Shield and Safe Harbor Frameworks</i>	433
<i>Rehabilitation Act of 1973, Sections 501, 503, and 505</i>	434
<i>Sarbanes-Oxley Act of 2002 (SOX)</i>	434
<i>Service Contract Act of 1965 (SCA)</i>	435
<i>Sexual Harassment</i>	435
<i>Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)</i>	439
<i>United Kingdom Bribery Act of 2010</i>	442
<i>United States Patent Act of 1790</i>	442
<i>Wage Garnishment Law, Federal</i>	443
<i>Walsh-Healey Public Contracts Act of 1936</i>	443
<i>Worker Adjustment Retraining and Notification Act of 1988 (WARN)</i>	444
<i>Workers' Compensation</i>	445
<i>Quick Reference Guide: Agencies, Court Cases, Terms, and Laws; General Record-Keeping Guidelines</i>	446
<b>Appendix B</b> Four Steps to Domestic Certification	457
<b>Appendix C</b> Four Steps to Global Certification	461
<b>Appendix D</b> Some Questions You May Have About Form I-9	465
<b>Appendix E</b> Sample Affirmative Action Plan	477
<b>Appendix F</b> OSHA Form 300	515
<b>Appendix G</b> HRCI's Ethical Standards	529
<i>Professional Responsibility</i>	529
<i>Professional Development</i>	530
<i>Ethical Leadership</i>	530
<i>Fairness and Justice</i>	530
<i>Conflicts of Interest</i>	531
<i>Use of Information</i>	531
<b>Appendix H</b> Glossary of Terms	533
<i>Index</i>	573