BRIEF CONTENTS

	Preface	xxix
	ACKNOWLEDGMENTS	xxxv
	ABOUT THE AUTHORS	xxxvii
Part 1	Understanding HRM	
1	The Dynamic Environment of HRM	1
2	Functions and Strategy	33
3	Human Resource Planning and Job Analysis	64
Part 2	Legal and Ethical Context of HRM	
4	Equal Employment Opportunity	92
5	Employee Relations	134
Part 3	Talent Acquisition	
6	Recruiting	168
7	Foundations of Selection	196
Part 4	Training and Development	
8	Onboarding, Training, and Developing Employees	227
9	Managing Careers	254
10	Performance Management	273
Part 5	Total Rewards	
11	Establishing Rewards and Pay Plans	306
12	Employee Benefits	340
Part 6	Safety and Labor Relations	
13	Managing Health and Safety Risks	372
14	Understanding Labor Relations and Collective Bargaining	405
	GLOSSARY	G-1
	INDEX	I-1

CONTENTS

Preface	xxix
ACKNOWLEDGMENTS	
ABOUT THE AUTHORS	xxxvii
Part 1 Understanding HRM	
1 The Dynamic Environment of HRM 1	
Introduction, 2	
Globalization, 3	
Global Businesses, 3	
Cultural Environments, 3	
Technology, 4	
Working with Technology, 5	
Technology and HR, 5	
Staffing, 6	
Training and Development, 6	
Ethics and Employee Rights, 6	
Compensation, 7	
Communication, 7	
Remote Workers, 7	
Competitiveness, 7	
Ethical Issues in HRM: Invasion of Privacy?, 7	
Legal Compliance, 8	
Workforce Composition Trends, 8	
Workforce Age, 8	
More Demographic Shifts, 10	
Is There a Shortage of Skilled Labor?, 10	
Diversity Topics: Coca-Cola Global Diversity and Mission, 11	Inclusion
Diversity and Inclusion, 12	
Diversity and Work-Life Balance, 13	

```
Labor Costs, 13
    Downsizing, 14
    Diversity Topics: Glass Ceiling Still a Barrier for Women
    Globally, 14
    Contingent Workforce, 14
        Part-time Employees, 14
        Temporary Employees, 15
        Contract Workers, 15
Issues Contingent Workers Create for HRM, 15
    Where Do They Fit?, 15
    Pay and Benefits Conflicts, 16
    Classification, 16
    Offshoring, 17
Continuous Improvement Programs, 17
    Work Process Engineering, 18
    How HRM Can Support Improvement Programs, 19
Employee Involvement, 19
    How Organizations Involve Employees, 20
    Employee Involvement Implications for HRM, 20
Other HRM Challenges, 20
    Economy, 20
    Mergers, 21
    Labor Unions, 21
    Ethical Issues in HRM: Guidelines for Acting Ethically, 22
    Ethics, 22
    Sustainability, 23
    Ethical Issues in HRM: Everyday Ethics, 24
Summary, 24
Key Terms, 26
HRM Workshop, 26
        Reviewing Important Concepts, 26
        Ethical Alternatives, 26
        Research and Communication Skills, 27
        Making a Difference, 27
Case Activities, 28
        Case Application 1-A: Grower's Choice, 28
        Case Application 1-B: A War for Talent, 29
Notes, 30
```

vii

2 Functions and Strategy

Introduction, 34 Evolution of Management, 34 Functions of Management, 36 Planning, 36 Organizing, 36 Leading, 36 Controlling, 36 The Role of HR in the Strategic Management Process, 37 Strategic Analysis, 38 Mission, 38 Core Values and Culture, 38 Analyze the Environment, 39 Strategy Formulation, 40 Corporate-level Strategy, 40 Business-level Strategies, 41 Functional Strategies, 41 Strategy Implementation, 42 Evaluating Results, 43 The HRM Functions, 44 Staffing Function, 45 Training and Development Function, 46 Motivation Function, 47 Maintenance Function, 48 Structure of the HR Department, 48 Employment, 49 Training and Development, 49 Compensation and Benefits, 49 Employee Relations, 50 Talent Management, 50 **Tips for Success:** HRM Certification, 52 Is a Career in HR for Me?, 52 HR Trends and Opportunities, 53 People Analytics, 53 Outsourcing HR Functions, 54 Professional Employer Organization, 54 Shared Services, 55 HRM in a Small Business. 55 HRM in a Global Environment, 56

Summary, 56

Key Terms, 58 HRM Workshop, 58 Reviewing Important Concepts, 58 Ethical Alternatives, 58 Research and Communication Skills, 59 Making a Difference, 59 Case Activities, 59 Case Application 2-A: Seeds of Change at Grower's Choice, 59 Case Application 2-B: People and Planet are Priorities at Patagonia, 60 Notes, 61 **Human Resource Planning and Job Analysis** Introduction, 65 Tips for Success: Where the Jobs Are, 66 Linking Organizational Strategy to Human Resource Planning, 66 Assessing Current Human Resources, 66 Succession Planning, 67 Determining the Demand for Labor, 68 Examining the Internal Labor Supply, 68 Ethical Issues in HRM: Shades of Green, 70 Where Will New Workers Come From?. 70 Matching Labor Demand and Supply, 70 The Job Analysis Process, 71 Step by Step, 72 Understand the Purpose of Conducting the Job Analysis, 72 Understand the Role of the Position in the Organization, 72 Benchmark Positions, 72 Determine the Best Way to Collect Job Analysis Information, 72 Seek Clarification, Wherever Necessary, 72 Develop the First Draft of the Job Description, 72 Review Draft with the Job Supervisor, 72 Sources of Information, 73

Observation Method, 73

Individual Interview Method, 73 Group Interview Method, 73

Structured Questionnaire Method, 73 Technical Conference Method. 73 Diary Method, 73 Structured Job Analysis Techniques, 73 Real HR Encounters: Understanding All the Hats in Your Organization, 74 O*Net and the Department of Labor, 74 Position Analysis Questionnaire, 76 Job Descriptions, 76 What Job Descriptions Include, 77 Identifying Information, 77 Supervisory Responsibilities, 78 Job Summary, 78 Essential Functions, Job Specifications, 78 Disclaimer, 78 Maintaining Job Descriptions, 78 Job Evaluation, 79 Job Design, Creating Better Jobs, 80 Job Enlargement, 80 Job Enrichment, 80 Flexible Work Schedules, 82 Compressed Schedules, 82 Flex Time, 82 Job Sharing, 83 Remote Work, 83 Contemporary Connection: What's the Difference?, 84 Job Design and Teams, 84 Summary, 85 Key Terms, 86 HRM Workshop, 86 Reviewing Important Concepts, 86 Ethical Alternatives, 87 Research and Communication Skills, 87 Making a Difference, 87 Case Activities, 88 Case Application 3-A: Talent Management is Tough to Deliver, 88 Case Application 3-B: Turnover and Morale Problems at TSA, 89 Notes, 90

Part 2 Legal and Ethical Context of HRM

4 Equal Employment Opportunity 92

Introduction, 93

The Importance of the Civil Rights Act of 1964, 93

Race and Color Discrimination, 94

Religious Discrimination, 94

National Origin Discrimination, 94

Sex-Based Discrimination, 95

Real HR Encounters: "Just tell us, and we'll stop.", 96

Retaliation, 97

Exceptions That Are Permitted, 97

Business Necessity, 97

Bona Fide Occupational Qualifications, 98

Seniority Systems, 99

The Civil Rights Act of 1991, 99

Laws Affecting Discriminatory Practices, 99

Equal Employment Opportunity Act (EEOA), 99

Relevant Executive Orders, 100

Age Discrimination in Employment Act of 1967, 100

Equal Pay Act, 101

Pregnancy Discrimination, 102

The Americans with Disabilities Act of 1990 and the ADA

Amendments Act of 2008, 103

The Family and Medical Leave Act of 1993 (FMLA), 104

Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), 106

Genetic Information Nondiscrimination Act (GINA) of 2008, 107

Selected Relevant Supreme Court Cases, 107

Griggs v. Duke Power, 107

Albemarle Paper Company v. Moody, 108

Bakke v. University of California at Davis Medical School, 108

Ricci v. DeStefano, 108

Bostock v. Clayton Co., 108

Preventing Discriminatory Practices, 109

Uniform Guidelines on Employee Selection Procedures, 109

Determining Potential Discriminatory Practices, 110

Adverse Impact, 110

Adverse (Disparate) Treatment, 110

The 4/5ths Rule, 110

Restricted Policy, 111 Geographical Comparisons, 111 McDonnell-Douglas Test, 112 Affirmative Action Plans, 112 Enforcing Equal Opportunity Employment, 112 The Role of the EEOC, 113 Contemporary Connection: Mediation Works, 114 Office of Federal Contract Compliance Program (OFCCP), 114 Sexual Harassment, 115 Two Types of Sexual Harassment, 115 Quid Pro Quo Sexual Harassment, 115 Contemporary Connection: EEOC Reaches Out to Young Workers, 116 Hostile Environment Sexual Harassment, 117 Protecting Employees from Sexual Harassment, 117 Ethical Issues in HRM: How Bad Does It Have to Be?, 119 Current Issues in Equal Employment, 119 Systemic Racism in the Workplace, 119 Comparable Worth and Equal Pay Issues, 120 Sexual Orientation, 121 English-Only Laws and Policies, 121 Appearance and Weight Discrimination, 122 HRM in a Global Environment, 122 China, 122 Canada, 122 India, 123 Australia, 123 Germany, 123 Summary, 124 Key Terms, 125 HRM Workshop, 126 Reviewing Important Concepts, 126 Ethical Alternatives, 126 Research and Communication Skills, 126 Making a Difference, 127 Case Activities, 127 Case Application 4-A: The Best of Intentions, 127 Case Application 4-B: Prehire Assessments Miss the Target, 128 130 Notes,

5 Employee Relations 134

Introduction, 135

Employee Records and Related Laws, 135

Employee Records, 135

The Privacy Act, 137

The Fair Credit Reporting Act, 137

The Drug-Free Workplace Act, 137

The Polygraph Protection Act, 138

The Worker Adjustment and Retraining Notification Act, 138

Social Media Use, 139

Employee Rights, 139

Social Media Policies, 140

Contemporary Connection: They're Using It on Their

Phones Anyway..., 141

Current Issues Regarding Employee Rights, 141

Drug Testing, 141

Honesty and Integrity Tests, 142

Contemporary Connection: Pandemics, Catastrophes,

and Employee Relations, 143

Whistle-Blowing, 143

Workplace Romance, 144

Off-Duty Behavior, 144

Workplace Monitoring, 145

Why Employers Monitor, 145

Things to Consider, 146

Timigo io Condidoi, 140

Monitoring Policies, 146

The Employment-at-Will Doctrine, 147

Exceptions to the Doctrine: Wrongful Discharge, 147

Contractual Relationship, 147

Implied Employment Contract, 147

Statutory Considerations, 148

Public Policy Violation, 148

Breach of Good Faith, 148

Constructive Discharge, 148

Real HR Encounters: Employee Rights and Discipline, 149

Discipline and Employee Rights, 149

What Is Discipline?, 149

Ethical Issue: If It Isn't Harassment, What Is It?, 150

Factors to Consider When Disciplining, 150

Disciplinary Guidelines, 151

The Hot-Stove Rule, 152

Progressive Discipline, 152

Written Verbal Warning, 153

Written Warning, 154

Suspension, 155

Performance Improvement Plans, 155

Disciplinary Meetings, 155

Tips for Success: Scary Employees, 157

Dismissing or Firing Employees, the Final Option, 157

Employee Relations in a Global Environment, 159

Summary, 160

Key Terms, 161

HRM Workshop, 161

Reviewing Important Concepts, 161

Ethical Alternatives, 162

Research and Communication Skills, 162

Making a Difference, 162

Case Activities, 163

Case Application 5-A: Accountants with a License to Carry

More Than Just a Briefcase, 163

Case Application 5-B: Enormous Settlement with Fired

Manager Provides Lessons for Chipotle, 164

Notes, 164

Part 3 Talent Acquisition

6 Recruiting 168

Introduction, 169

Effective Recruiting, 169

Employment Branding, 169

Recruiting Challenges, 170

Supply of Applicants, 170

Organization Image, 170

Diversity Topics: Best Practices for Recruiting a Diverse

Workforce, 171

Job Attractiveness, 171

Internal Organizational Policies, 172

Recruiting Costs, 172

Inadequate Technology, 172

Diversity Topics: Job Advertisements and EEO, 173

Internal Recruiting Sources, 174

Employee Referrals and Recommendations, 175

Tips for Success: Writing Job Postings that Get Results, 176

```
External Recruiting Sources, 176
    Advertisements, 176
    Employment Agencies, 177
        Public and State Agencies, 177
        Private Agencies, 177
        Management Consulting Firms, 177
    Executive Search Firms, 178
    Schools, Colleges, and Universities, 178
    Job Fairs, 178
    Professional Organizations and Veterans' Groups, 179
    Unsolicited Applicants, 179
    Passive Candidates, 180
Online Recruiting, 180
    Employer Websites, 180
    Job Boards, 181
    Social Media, 181
    Specialized Job Boards, 182
    Which Source to Use?, 182
Recruitment Alternatives, 182
    Temporary Help Services, 183
    Employee Leasing, 183
    Independent Contractors, 183
    Tips for Success: Are You Recruiting Material?, 184
Recruiting: A Global Perspective, 184
Your Own Job Search, 186
    Cover Letters, 186
    Tips for Success: Breaking into HR, 187
    Preparing Your Résumé, 187
    Making Social Media Work for You, 188
Summary, 189
Key Terms, 190
HRM Workshop, 190
        Reviewing Important Concepts, 190
        Ethical Alternatives, 190
        Research and Communication Skills, 191
        Making a Difference, 191
Case Activities, 192
        Case Application 6-A: Growing Problems at Outdoor
        Solutions, 192
        Case Application 6-B: Honolulu Police Department Reports
        Missing Cops, 192
```

Notes, 194

7 Foundations of Selection 196

Introduction, 197

Application Forms, 198

Legal Issues, 198

Real HR Encounters: "Why Did You Ask That?", 199

Weighted Application Forms and Biodata, 199

Diversity Topics: Questions to Avoid, 200

Online Applications, 201

Screening Applicants, 201

Preemployment Testing, 202

Work Sampling and Performance Simulation Tests, 202

Behavioral and Personality Tests, 202

Assessment Centers, 203

Global Differences in Testing, 203

Interviewing Applicants, 203

Interview Formats, 203

One-on-One Interview, 204

Panel Interviews, 204

Real HR Encounters: Involving Employees in the

Selection Process, 204

Online Interviews, 205

Structured Interviews, 205

Unstructured Interviews, 205

Behavioral Interviews, 205

Stress Interviews, 206

What Interviewers Need to Know. 206

Tips for Success: Preparing Interview Questions, 207

Preventing Perceptual Errors, 208

Impression Management, 208

Interviewer Bias. 208

Realistic Job Previews, 208

Background Investigations, Medical and Physical Exams, 209

Real HR Encounters: Checking References, 212

Medical/Physical Examination, 212

Reliability and Validity in Testing, 213

Reliability, 213

Validity, 213

Content Validity, 214

Construct Validity, 214

Criterion-Related Validity, 214

Validity Analysis, 215 Cut Scores and Their Impact on Hiring, 215 The Employment Offer, 217 Will the Candidate Accept the Offer?, 217 Selection from a Global Perspective, 218 Final Thoughts: Excelling at the Interview, 218 Summary, 219 Key Terms, 221 HRM Workshop, 221 Reviewing Important Concepts, 221 Ethical Alternatives, 221 Research and Communication Skills, 222 Making a Difference, 222 Case Activities, 222 Case Application 7-A: Western Motors Overhauls the Interview Process, 222 Case Application 7-B: Learning Luxury, 223 Notes, 225

Part 4 Training and Development

Evaluation, 237

8 Onboarding, Training, and Developing Employees 227

Introduction, 228 Onboarding, 228 Onboarding Design, 229 **Tips for Success:** Why Is Socialization Important?, 230 Learning Culture through Socialization, 231 Prearrival, 231 Encounter, 231 Metamorphosis, 231 Tips for Success: Orientation Checklist, 232 New Employee Orientation, 232 The CEO's Role in Orientation, 233 It's All in Here: The Employee Handbook, 233 Why Use an Employee Handbook?, 233 **Diversity Topics:** Training, Development, and EEO, 234 Designing Employee Training, 234 Analyze, 235 Design, 235 Develop, 236 Implement, 236

Tips for Success: Becoming a Trainer, 237 Training Methods, 237 On-the-Job Training (OJT), 237 Job Rotation, 238 Apprenticeships, 238 Internships, 238 Classroom Lectures, 238 E-Learning, 239 Simulations, 239 Evaluating Training Effectiveness, 239 Kirkpatrick's Model, 239 Contemporary Connection: Training Expenditures, 240 Performance-Based Evaluation, 241 Post-Training Performance Method, 241 Pre-Post-Training Performance Method, 241 Pre-Post-Training Performance with Control Group Method, 241 Employee Development, 241 Employee Development Methods, 241 Assistant-to-positions, 242 Committee Assignments, 242 Classes, Conferences, and Seminars, 242 Case Studies, Decision Games, and Role Plays, 242 Adventure Training, 243 Organization Development, 243 The Change Process, 243 The Calm Waters Metaphor, 243 The White-Water Rapids Metaphor, 244 OD Methods, 244 Survey Feedback, 245 Team Building, 245 Intergroup Development, 245 The Learning Organization, 245 International Training and Development Issues, 246 Cross-Cultural Training, 246 Development, 247 Summary, 248 Key Terms, 249 HRM Workshop, 249 Reviewing Important Concepts, 249

Ethical Alternatives, 249

xviii Contents

Research and Communication Skills, 250 Making a Difference, 250

Case Activities, 250

Case Application 8-A: Training for Kindness, 250 Case Application 8-B: Mars is a Sweet Gig, 251

Notes, 252

9 Managing Careers 254

Introduction, 255

Career Development, 255

Career Development and Talent Management, 256

Source of Internal Talent, 257

Improved Recruiting and Retention, 257

Enhanced Diversity, 257

Strong Cultures, 258

Managers and Career Development, 258

Communicate Talent Management Strategy, 258

Reduce Time Pressures, 258

Eliminate Conflicting Goals, 258

Management Training, 259

Career Development and the Employee, 259

Traditional Career Stages, 260

Exploration, 260

Establishment, 261

Mid-Career, 261

Late Career, 262

Contemporary Connection: Winners and Losers, 262

Personality Style and Career Fit, 262

Holland Vocational Preferences, 263

The Schein Anchors. 264

The Myers-Briggs Typologies, 265

Taking Responsibility for Building Your Career, 266

Summary, 268

Key Terms, 268

HRM Workshop, 269

Reviewing Important Concepts, 269

Ethical Alternatives, 269

Research and Communication Skills, 269

Making a Difference, 269

Case Activities, 270

Case Application 9-A: Preparing for the Future at

Western States, 270

Case Application 9-B: Different Perspectives at Samsung, 271

Notes, 271

10 Performance Management 273

Introduction, 274

Purposes of Performance Management Systems, 274

Goal Setting and Feedback, 275

Motivation and Development, 275

Contemporary Connection: Why Bother?, 276

The Appraisal Process, 276

Establish Performance Standards, 276

Communicate Expectations, 276

Measure Actual Performance, 277

Compare Actual Performance with Standards, 277

Discuss the Appraisal with the Employee, 278

Contemporary Connection: The Feedback Fix, 278

Initiate Corrective Action if Necessary, 279

Evaluating Performance with Absolute Standards, 279

Critical Incident Appraisal, 279

Checklist Appraisal, 280

Graphic Rating Scale Appraisal, 280

Forced-Choice Appraisal, 281

Behaviorally Anchored Rating Scale (BARS), 281

Evaluating Performance with Relative Standards, 283

Group-Order Ranking, 283

Individual Ranking, 283

Paired Comparison, 283

Contemporary Connection: Rank and Yank, 284

Using Achieved Outcomes to Evaluate Employees, 285

Common Elements in MBO Programs, 285

Does MBO Work?, 285

Factors That Can Distort Appraisals, 286

Leniency Error, 287

Halo Error, 287

Similarity Error, 288

Low-Appraiser Motivation, 288

Central Tendency, 288

Inflationary Pressures, 288

Inappropriate Substitutes for Performance, 289

Attribution Theory, 289

Creating More Effective Performance Management Systems, 290 Use Behavior-Based Measures. 290 Combine Absolute and Relative Standards, 290 Contemporary Connection: The "Anywhere" Performance Appraisal, 291 Provide Ongoing Feedback, 291 Use Multiple Raters, 292 Self-Appraisals, 292 Peer Evaluations, 292 360-Degree Appraisals, 292 Rate Selectively, 293 Train Appraisers, 293 The Performance Appraisal Meeting, 294 International Performance Appraisal, 296 Who Performs the Evaluation?, 296 **Tips for Success:** Performance Metrics in China, 297 Summary, 298 Key Terms, 298 HRM Workshop, 299 Reviewing Important Concepts, 299 Ethical Alternatives, 299 Research and Communication Skills, 299 Making a Difference, 300 Case Activities, 300 Case Application 10-A: Growing Pains at Modern Office Supply, 300 Case Problem 10-B: Candy and Performance Management are Dandy at Jelly Belly, 303 Notes, 303

Part 5 Total Rewards

11 Establishing Rewards and Pay Plans 306

Introduction, 307
Rewarding Employees, 307
Intrinsic versus Extrinsic Rewards, 308
Financial versus Nonfinancial Rewards, 308
Ethical Issues in HRM: Taking Care of the Employees Who Take Care of the Guests, 309
Performance-Based versus Membership-Based Rewards, 310
Performance-based Rewards, 310
Membership-based Rewards, 310

xxi

Regulation of Compensation, 310 Fair Labor Standards Act (FLSA), 311 Nonexempt Employees, 311 Avoiding Common Violations, 311 Exempt Employees, 313 Contemporary Connection: The Minimum Wage Debate, 314 Other Federal Employment Laws, 315 Walsh-Healy Act, 315 The Civil Rights and Equal Pay Acts, 315 Ethical Issue: Pay Secrecy, 316 External Factors Affecting Compensation, 316 Geographic Differences, 317 Labor Supply, 317 Competition, 317 Cost of Living, 318 Collective Bargaining, 318 Compensation Administration, 318 Job Evaluation, 319 Ranking Method, 319 Classification Method, 319 Point Method, 320 Establishing the Pay Structure, 320 Compensation Surveys, 320 Wage Curves, 321 Wage Structure, 321 Types of Compensation, 322 Base Pay, 322 Premium Pay, 323 Variable Pay for Individuals, 323 Commissions, 324 Bonuses, 324 Merit Pay, 324 Competency-based Compensation, 325 Variable Pay for Groups, 326 Organization-Wide Incentives, 326 Scanlon Plan, 326 Improshare, 327 Gain Sharing, 327 Advantages and Disadvantages, 327 Executive Compensation Programs, 327 Salaries of Top Managers, 328

Executive Perquisites, 329 International Compensation, 329 Base Pay, 329 Differentials, 330 Incentives, 330 Assistance Programs, 330 Contemporary Connection: Compensation in a Global Environment, 331 Summary, 331 Key Terms, 332 HRM Workshop, 333 Reviewing Important Concepts, 333 Ethical Alternatives, 333 Research and Communication Skills, 333 Making a Difference, 334 Case Activities, 334 Case Application 11-A: What is Fair at Exactitude Manufacturing?, 334 Case Application 11-B: Too Much Information for Google?, 335 Notes, 336

12 Employee Benefits 340

Health Insurance, 350

Introduction, 341 Effective Use of Benefits, 341 Strategic Value of Benefits, 341 Benefit Planning, 342 Communicating Benefits to Employees, 343 Real HR Encounters: Knowledge Is Power—Educating Employees through the OE Process, 344 Enrolling Employees in Benefits, 344 Legally Required Benefits, 345 Social Security, 345 Unemployment Compensation, 346 Workers' Compensation, 347 Family and Medical Leave Act (FMLA), 347 Health Insurance Continuation, 347 Real HR Encounters: Abusing Worker's Compensation, 348 The HIPAA Requirement, 348 Patient Protection and Affordable Care Act, 348 Voluntary Benefits, 349

Preferred Provider Organizations (PPOs), 351

High Deductible Health Plan (HDHP), 351

Health Maintenance Organizations (HMOs), 352

Point-of-Service (POS), 353

Disability Insurance, 353

Short-term Disability Plans, 353

Real HR Encounters: Value-based Healthcare, 354

Long-term Disability Plans, 354

Group Term Life Insurance, 354

Other Popular Benefits, 355

Dental and Vision Insurance, 355

Tuition Reimbursement Programs, 355

Employee Assistance Programs, 355

Wellness Programs, 355

Pet Insurance, 356

Travel Insurance, 356

Charitable Contribution Matching, 356

And Many More, 356

Offering Choices to Employees, 356

Real HR Encounters: Whiteboard Puts a Face on the Cost

of Health Insurance, 357

Retirement Benefits, 357

Employee Retirement Income Security Act (ERISA), 358

Defined Benefit Plans, 358

Defined Contribution Plans, 358

Ethical Issues in HRM: Pensions in Peril, 359

Money Purchase Pension Plans, 359

Profit-sharing Plans, 360

Individual Retirement Accounts, 360

401(k)s, 360

Contemporary Connection: Leaving It Up to You:

Paid Time Off (PTO) Leave, 361

Leave Benefits, 361

Paid Time Off (PTO), 362

Vacation and Holiday Leave, 362

Ethical Issues in HRM: Making Sick Leave a Required

Benefit?, 363

Sick Leave, 364

Benefits in a Global Environment, 364

Summary, 365

Key Terms, 366

HRM Workshop, 366

xxiv Contents

Reviewing Important Concepts, 366

Ethical Alternatives. 366

Research and Communication Skills, 367

Making a Difference, 367

Case Activities, 367

Case Application 12-A: Trouble at Paradise, 367

Case Application 12-B: Perks and Profits, 368

Notes, 369

Part 6 Safety and Labor Relations

13 Managing Health and Safety Risks 372

Introduction, 373

Legal Obligations for Workplace Safety and Health, 373

OSHA, 374

OSHA Standards, 374

Contemporary Connection: The Ugly Truth, 376

OSHA Record-Keeping Requirements, 377

Diversity Topics: Safety Equality, 379

OSHA Inspection and Enforcement, 380

Inspection Priorities, 380

Inspection Process, 380

Inspector's Credentials, 382

Opening Conference, 382

Inspection Tour, 382

Closing Conference, 382

OSHA Penalties, 383

Willful Violations, 383

Serious Violations, 383

Repeated Violations, 383

Other than Serious, 383

Contemporary Connection: OSHA's Top Ten Violations, 384

Creating Safer Workplaces, 385

OSHA Services, 385

Management Commitment and Employee Involvement, 386

Worksite Analysis, 386

Hazard Prevention and Control, 387

Training for Employees, Supervisors, and Managers, 387

Real HR Encounters: Safety Is Everyone's Responsibility, 388

Health and Safety Issues, 388

Pandemics, 388

Distracted Driving, 389 Workplace Violence, 389 Opioid Abuse, 390 Bullying, 391 Indoor Air Quality, 392 Smoke-Free Environments, 392 Marijuana, 393 Musculoskeletal Disorders, 393 Stress, 394 Common Causes of Stress, 394 Task Demands, 394 Role Demands, 394 Interpersonal Demands, 394 Organizational Structure, 394 Organizational Leadership, 394 Personal Factors, 395 Reducing Stress, 395 International Safety and Health, 396 International Health Issues, 397 Vaccinations, 397 First Aid Kit and Training, 397 Emergency Plans, 397 International Safety Issues, 397 Summary, 398 Key Terms, 399 HRM Workshop, 399 Reviewing Important Concepts, 399 Ethical Alternatives, 399 Research and Communication Skills, 399 Making a Difference, 400 Case Activities, 400 Case Application 13-A: Temporary Work, Permanent Injury, 400 Case Application 13-B: What Does it Take to Get Some Respect?, 401 Notes, 401

14 Understanding Labor Relations and Collective Bargaining 405

Introduction, 406
Why Employees Join Unions, 406
Higher Wages and Benefits, 407

xxvi Contents

Greater Job Security, 407 Influence Over Work Rules. 407 Compulsory Membership, 408 Union Shop, 409 Agency Shop, 409 Open Shop, 409 Dissatisfaction with Management, 409 Laws That Created the Legal Framework for Unions, 409 The Wagner Act, 410 The Taft-Hartley Act, 410 Contemporary Connection: The Answer Is Blowing in the Wind, 411 **Diversity Topics:** Unions and EEO, 412 Other Laws Affecting Labor-Management Relations, 412 The Railway Labor Act of 1926, 412 Landrum-Griffin Act, 413 Executive Orders 10988 and 11491, 413 Civil Service Reform Act of 1978, 414 Racketeer Influenced and Corrupt Organizations Act (RICO) of 1970, 414 Unionizing Employees, 414 Preparation, 414 Authorization Card Campaign, 415 Petition the NLRB. 416 NLRB Election, 416 Certification, 417 Tips for Success: What Managers Need to Know to Keep Out of Trouble, 417 Collective Bargaining, 418 Negotiating the Agreement, 418 Preparing to Negotiate, 419 Negotiating at the Bargaining Table, 419 Failure to Reach Agreement, 420 Strikes versus Lockouts, 420 Ethical Issues in HRM: Pressure Tactics, 421 Impasse-Resolution Techniques, 421 Conciliation and Mediation, 421 Fact Finding, 421 Interest Arbitration, 422 Public Sector Differences, 422 Contract Administration, 422

Communicate Contract Provisions, 422 Implement the Contract, 422 Grievance Process, 423 Monitoring Activities During the Contract Period, 424 Critical Issues for Unions Today, 424 Where Have the Members Gone?, 424 Labor-Management Cooperation, 424 Public Sector Unionization, 425 International Labor Relations, 425 Differing Perspectives Toward Labor Relations, 426 The European Union, 427 China, 427 Summary, 428 Key Terms, 429 HRM Workshop, 429 Reviewing Important Concepts, 429 Ethical Alternatives, 430 Research and Communication Skills, 430 Making a Difference, 430 Case Applications, 431 Case Application 14-A: Managers' Concerns Spiral as Video Goes Viral, 431 Case Application 14-B: Luxury Charter Jet Pilots Tell Union to Take Off, 431 Notes, 433 **GLOSSARY** G-1 I-1 **INDEX**