

third edition



Dictionary of Human Resources and Personnel management

OVER 7,500 TERMS CLEARLY DEFINED

Chapter 1: The Strategic Role of Human Resource Management

Key Terms

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| Management Process | The five basic functions of management are: planning, organizing, staffing, leading, and controlling. |
| Human Resource Management | The staffing functions of the management process. Or, the policies and practices needed to carry out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising. |
| Authority | The right to make decisions, to direct the work of others, and to give orders. |
| Line Manager | Authorized to direct the work of subordinates-they're always someone's boss. In addition, line managers are in charge of accomplishing the organization's basic goals. |
| Staff Manager | Assist and advise line managers in accomplishing the basic goals. HR managers are generally staff managers. |
| Line Authority | The authority to direct the activities of the people in his or her own department. |
| Implied Authority | The authority exerted by virtue of others' knowledge that he or she has access to top management. |
| Functional Control | The authority exerted by a personnel manager as a coordinator of personnel activities. |
| Employee Advocacy | HR must take responsibility for clearly defining how management should be treating employees, make sure employees have the mechanisms required to contest unfair practices, and represent the interests of employees within the framework of its primary obligation to senior management. |
| Globalization | The tendency of firms to extend their sales or manufacturing to new markets abroad. |
| Competitive Advantage | Factors that allow an organization to differentiate its product or service from competitors to increase market share. |
| Cost Leadership | The enterprise aims to become the low-cost leader in an industry. |
| Differentiation | A firm seeks to be unique in its industry along dimensions that are widely valued by buyers. |

Chapter 3: Job Analysis

Key Terms

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| Job Analysis | The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it. |
| Job Description | A list of a job's duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities--one product of a job analysis. |
| Job Specification | A list of a job's "human requirements," that is, the requisite education, skills, personality, and so on--another product of a job analysis. |
| Diary/Log | Daily listings made by workers of every activity in which they engage along with the time each activity takes. |
| Position Analysis Questionnaire (PAQ) | A questionnaire used to collect quantifiable data concerning the duties and responsibilities of various jobs. |
| Department of Labor Job Analysis | Standardized method for rating, classifying, and comparing virtually every kind of job based on data, people, and things. |
| Functional Job Analysis | A method for classifying jobs similar to the Department of Labor job analysis but additionally taking into account the extent to which instructions, reasoning, judgment, and verbal facility are necessary for performing the job tasks. (page 97) |

Chapter 4: Personnel Planning and Recruiting

Key Terms

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| Trend Analysis | Study of a firm's past employment needs over a period of years to predict future needs. |
| Ratio Analysis | A forecasting technique for determining future staff needs by using ratios between sales volume and number of employees needed. |
| Scatter Plot | A graphical method used to help identify the relationship between two variables. |
| Computerized Forecast | The determination of future staff needs by projecting a firm's sales, volume of production, and personnel required to maintain this volume of output, using computers and software packages. |
| Qualifications Inventories | Manual or computerized systematic records, listing employees' education, career and development interests, languages, special skills, and so on, to be used in forecasting inside candidates for promotion. |
| Personnel Replacement | Company records showing present performance and promotability of inside candidates for the most important positions. |
| Charts | |
| Position Replacement Cards | A card prepared for each position in a company to show possible replacement candidates and their qualifications. |
| Job Posting | Posting notices of job openings on company bulletin boards is an effective recruiting method. |
| Occupational Market Conditions | The Bureau of Labor Statistics of the U.S. Department of Labor publishes projections of labor supply and demand for various occupations, as do other agencies. |
| Application Form | The form that provides information on education, prior work record, and skills. |

Chapter 5: Employee Testing and Selection

Key Terms

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| Test Validity | The accuracy with which a test, interview, and so on measures what it purports to measure or fulfills the function it was designed to fill. |
| Criterion Validity | A type of validity based on showing that scores on the test (predictors) are related to job performance. |
| Content Validity | A test that is content--valid is one in which the test contains a fair sample of the tasks and skills actually needed for the job in question. |
| Reliability | The characteristic which refers to the consistency of scores obtained by the same person when retested with the identical or equivalent tests. |
| Expectancy Chart | A graph showing the relationship between test scores and job performance for a large group of people. |
| Work Samples | Actual job tasks used in testing applicants' performance. |
| Work Sampling Technique | A testing method based on measuring performance on actual job tasks. |
| Management Assessment Centers | A situation in which management candidates are asked to make decisions in hypothetical situations and are scored on their performance. It usually also involves testing and the use of management games. |

Chapter 6: Interviewing Candidates

Key Terms

Nondirective Interview An unstructured conversational-style interview. The interviewer pursues points of interest as they come up in response to questions.

Directive Interview An interview following a set sequence of questions.

Stress Interview An interview in which the applicant is made uncomfortable by a series of often rude questions. This technique helps identify hypersensitive applicants and those with low or high stress tolerance.

Appraisal Interview A discussion following a performance appraisal in which supervisor and employee discuss the employee's rating and possible remedial actions.

Situational Interview A series of job-related questions which focuses on how the candidate would behave in a given situation.

Job Related Interview A series of job-related questions which focuses on relevant past job-related behaviors.

Structured Sequential Interview An interview in which the applicant is interviewed sequentially by several supervisors and each rates the applicant on a standard form.

Panel Interview An interview in which a group of interviewers questions the applicant.

Candidate-Order Error An error of judgment on the part of the interviewer due to interviewing one or more very good or very bad candidates just before the interview in question.

Chapter 7: Training and Developing Employees

Key Terms

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| Employee Orientation | A procedure for providing new employees with basic background information about the firm. |
| Training | The process of teaching new employees the basic skills they need to perform their jobs. |
| Task Analysis | A detailed study of a job to identify the skills required so that an appropriate training program may be instituted. |
| Performance Analysis | Careful study of performance to identify a deficiency and then correct it with new equipment, a new employee, a training program, or some other adjustment. |
| On-The-Job Training (OJT) | Training a person to learn a job while working at it. |
| Job Instruction Training (JIT) | Listing of each job's basic tasks, along with key points in order to provide step-by-step training for employees. |
| Programmed Learning | A systematic method for teaching job skills involving presenting questions or facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers. |
| Vestibule or simulated Learning | Training employees on special off-the-job equipment, as in airplane pilot training, whereby training costs and hazards can be reduced. |
| Management Development | Any attempt to improve current or future management performance by imparting knowledge, changing attitudes, or increasing skills. |
| Succession Planning | A process through which senior-level openings are planned for and eventually filled. |
| Job Rotation | A management training technique that involves moving a trainee from department to department to broaden his or her experience and identify strong and weak points. |
| Action Learning | A training technique by which management trainees are allowed to work full time analyzing and solving problems in other departments. |
| Case Study Method | A development method in which the manager is presented with a written description of an organizational problem to diagnose and solve. |

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| Management Game | A development technique in which teams of managers compete with one another by making computerized decisions regarding realistic but simulated companies. |
| Role Playing | A training technique in which trainees act out the parts of people in a realistic management situation. |
| Behavior Modeling | A training technique in which trainees are first shown good management techniques in a film, are then asked to play roles in a simulated situation, and are then given feedback and praise by their superior. |
| Controlled Experimentation | Formal methods for testing the effectiveness of a training program, preferably with before-and-after tests and a control group. |

Chapter 8: Managing Organizational Renewal

Key Terms

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| Strategic Change | A change in a company's strategy, mission and vision. |
| Cultural Change | A change in a company's shared values and aims. |
| Structural Change | The reorganizing-redesigning of an organization's departmentalization, coordination, span of control, reporting relationships, or centralization of decision making. |
| Technological Change | Modifications to the work methods an organization uses to accomplish its tasks. |
| Organizational Development Interventions | HR-based techniques aimed at changing employees' attitudes, values, and behavior. |
| Organizational Development (OD) | A method aimed at changing attitudes, values, and beliefs of employees so that employees can improve the organizations. |
| Sensitivity Training | A method for increasing employees' insights into their own Behavior by candid discussions in groups led by special trainers. |
| Team Building | Improving the effectiveness of teams such as corporate officers and division directors through use of consultants, interviews, and team-building meetings. |
| Confrontation Meetings | A method for clarifying and bringing into the open inner-group misconceptions and problems so that they can be resolved. |
| Survey Research | A Method That Involves Surveying Employees' Attitudes And providing feedback to the work groups as a basis for problem analysis and action planning. |
| Total Quality Management (TQM) | A type of program aimed at maximizing customer satisfaction through continuous improvements. |
| Malcolm Baldrige Award | An award created by the U.S. Department of Commerce to recognize quality efforts of U.S. companies. |
| Functional Team | A quality improvement team composed of volunteers who typically work together as natural work units. |
| Cross-Functional Team | A quality improvement team formed to address problems that cut across organizational boundaries. |
| Lead Team | A quality improvement team headed by a vice president or other manager that serves as a steering committee for all the teams that operate in its area. |

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| Self-Directed Team | A work team that uses consensus decision making to choose its own team members, solve job-related problems, design its own jobs, and schedule its own break time. |
| Business Process Reengineering (BPR) | The redesign of business processes to achieve improvements in such measures of performance as cost, quality, service, and speed. |
| Flextime | A plan whereby employees build their workday around a core of midday hours. |
| Four-Day Workweek | An arrangement that allows employees to work four ten-hour days instead of the more usual five eight-hour days. |
| Job Sharing | A concept that allows two to more people to share a single full-time job. |
| Telecommuting | A work arrangement in which employees work at remote locations, usually at home, using video displays, computers, and other telecommunications equipment to carry out their responsibilities. |
| Flexyears | A work arrangement under which employees can choose (at six month intervals) the number of hours they want to work each month over the next year. |

Chapter 9: Appraising Performance

Key Terms

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| Graphic Rating Scale | A scale that lists a number of traits and a range of performance for each. The employee is then rated by identifying the score that best describes his or her performance for each trait. |
| Alternation Ranking Method | Ranking employees from best to worst on a particular trait. |
| Paired Comparison Method | Ranking employees by making a chart of all possible pairs of the employees for each trait and indicating which is the better Employee of the pair. |
| Forced Distribution Method | Similar to grading on a curve; predetermined percentages of rates are placed in various categories. |
| Critical Incident Method | Keeping a record of uncommonly good or undesirable examples of an employee's work-related behavior and reviewing it with the employee at predetermined times. |
| Behaviorally Anchored Rating Scale (BARS) | An appraisal method that aims at combining the benefits of narrative and quantified ratings by anchoring a quantified scale with specific narrative examples of good and poor performance. |
| Management By Objectives (MBO) | Involves setting specific measurable goals with each employee and then periodically reviewing the progress made. |
| Unclear Performance Standards | An appraisal scale that is too open to interpretation; instead, include descriptive phrases that define each trait and what is meant by standards like "good" or "unsatisfactory." |
| Halo Effect | In performance appraisal, the problem that occurs when a supervisor's rating of a subordinate on one trait biases the rating of that person on other traits. |
| Central Tendency | A tendency to rate all employees the same way, avoiding the high and the low ratings. |
| Strictness / Leniency Bias | The problem that occurs when a supervisor has a tendency to rate all subordinates either high or low. |
| Bias | The tendency to allow individual differences such as age, race, and sex to affect the appraisal rates these employees receive. |
| Appraisal Interviews | An interview in which the supervisor and subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths. |

Chapter 10: Managing Careers and Fair Treatment

Key Terms

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| Career Planning and Development | The deliberate process through which a person becomes aware of personal career-related attributes and the lifelong series of stages that contribute to his or her career fulfillment. |
| Reality Shock | Results of a period that may occur at the initial career entry when the new employee's high job expectations confront the reality of a boring, unchallenging job. |
| Speak Up! Programs | Communications programs that allow employees to register Questions, concerns, and complaints about work-related matters. |
| Opinion Surveys | Communication devices that use questionnaires to regularly ask employees their opinions about the company, management, and work life. |
| Top-Down Programs | Communications activities including in-house television centers, frequent roundtable discussions, and in-house newsletters that provide continuing opportunities for the firm to let all employees be updated on important matter regarding the firm. |
| Discipline | A procedure that corrects or punishes a subordinate because a rule of procedure has been violated. |
| Dismissal | Involuntary termination of an employee's employment with the firm. |
| Termination At Will | The idea, based in law, that the employment relationship can be terminated at will by either the employer or the employee for any reason. |
| Insubordination | Willful disregard or disobedience of the boss's authority or legitimate orders; criticizing the boss in public. |
| Wrongful Discharge | An employee dismissal that does not comply with the law or does not comply with the contractual arrangement stated or implied by the firm via its employment application forms, employee manuals, or other promises. |
| Termination Interview | The interview in which an employee is informed of the fact that he or she has been dismissed. |
| Outplacement Counseling | A systematic process by which a terminated person is trained and counseled in the techniques of self-appraisal and securing a new position. |

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| Plant Closing Law | The Worker Adjustment and Retraining Notification Act, which requires notifying employees in the event an employer decides to close its facility. |
| Layoff | A situation in which there is a temporary shortage of work and employees are told there is no work for them but that management intends to recall them when work is again available. |
| Bumping/Layoff | Detailed procedures that determine who will be laid off if no work is available; generally allows employees to use their seniority to remain on the job. |
| Voluntary Reduction in Pay Plan | An alternative to layoffs in which all employees agree to reductions in pay to keep everyone working. |
| Voluntary Time Off | An alternative to layoffs in which some employees agree to take time off to reduce the employer's payroll and avoid the need for a layoff. |
| Rings Of Defense | An alternative layoff plan in which temporary supplemental employees are hired with the understanding that they may be laid off at any time. |
| Downsizing | Refers to the process of reducing, usually dramatically, the number of people employed by the firm. |
| Retirement | The point at which a person gives up one's work, usually between the ages of 60 to 65, but increasingly earlier today due to firms' early retirement incentive plans. |
| Preretirement Counseling | Counseling provided to employees who are about to retire, which covers matters such as benefits advice, second careers, and so on. |

Chapter 11: Establishing Pay Plans

Key Terms

Employee Compensation All forms of pay or rewards going to employees and arising from their employment.

Davis-Bacon Act A law passed in 1931 that sets wage rates for laborers employed by contractors working for the federal government.

Walsh-Healey Public Contract Act A law enacted in 1936 that requires minimum-wage and working conditions for employees working on any government contract amounting to more than \$10,000.

Fair Labor Standards Act Congress passed this act in 1936 to provide for minimum wages, maximum hours, overtime pay, and child labor protection. The law has been amended many times and covers most employees.

Equal Pay Act of 1963 An amendment to the Fair Labor Standards Act designed to require equal pay for women doing the same work as men.

Civil Rights Act This law makes it illegal to discriminate in employment because of race, color, religion, sex, or national origin.

Employee Retirement Income Security Act (ERISA) The law that provides government protection of pensions for all employees with company pension plans. It also regulates vesting rights (employees who leave before retirement may claim compensation from the pension plan).

Salary Survey A survey aimed at determining prevailing wage rates. A good salary survey provides specific wage rates for specific jobs. Formal written questionnaire surveys are the most comprehensive, but telephone surveys and newspaper ads are also sources of information.

Benchmark Job A job that is used to anchor the employer's pay scale and around which other jobs are arranged in order of relative worth.

Job Evaluation A systematic comparison done in order to determine the worth of one job relative to another.

Compensable Factor A fundamental, compensable element of a job, such as skills, effort, responsibility, and working conditions.

Ranking Method The simplest method of job evaluation that involves ranking each job relative to all other jobs, usually based on overall difficulty.

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| Classification (Or Grading) Method | A method for categorizing jobs into groups. |
| Classes | Dividing jobs into classes based on a set of rules for each class, such as amount of independent judgment, skill, physical effort, and so forth, required for each class of jobs. Classes usually contain similar jobs--such as all secretaries. |
| Grades | A job classification system synonymous with class, although grades often contain dissimilar jobs, such as secretaries, mechanics, and firefighters. Grade descriptions are written based on compensable factors listed in classification systems, such as the federal classification system. |
| Grade Definition | Written descriptions of the level of, say, responsibility and knowledge required by jobs in each grade. Similar jobs can then be combined into grades or classes. |
| Point Method | The job evaluation method in which a number of compensable factors are identified and then the degree to which each of these factors is present on the job is determined. |
| Factor Comparison Method | A widely used method of ranking jobs according to a variety of skill and difficulty factors, then adding up these rankings to arrive at an overall numerical rating for each given job. |
| Pay Grade Wage Curve | A pay grade is comprised of jobs of approximately equal difficulty. Shows the relationship between the value of the job and the average wage paid for this job. |
| Rate Ranges | A series of steps or levels within a pay grade, usually based upon years of service. |
| Comparable Worth | The concept by which women who are usually paid less than men can claim that men in comparable rather than strictly equal jobs are paid more. |

Chapter 12: Pay-For-Performance and Financial Incentives

Key Terms

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| Fair Day's Work | Frederick Taylor's observation that haphazard setting of piecework requirements and wages by supervisors was not sufficient, and that careful study was needed to define acceptable production quotas for each job. |
| Scientific Management | The careful, scientific study of the job for the purpose of boosting productivity and job satisfaction. |
| Spot Bonus | A spontaneous incentive awarded to individuals for accomplishments not readily measured by a standard. |
| Variable Pay | Any plan that ties pay to productivity or profitability, usually as one-time lump payments. |
| Piecework | A system of pay based on the number of items processed by each individual worker in a unit of time, such as items per hour or items per day. |
| Straight Piecework Plan | Under this pay system each worker receives a set payment for each piece produced or processed in a factory or shop. |
| Guaranteed Piecework Plan | The minimum hourly wage plus an incentive for each piece produced above a set number of pieces per hour. |
| Standard Hour Plan | A plan by which a worker is paid a basic hourly rate, but is paid an extra percentage of his or her base rate for production exceeding the standard per hour or per day. Similar to piecework payment, but based on a percent premium. |
| Team or Group Incentive Plan | A plan in which a production standard is set for a specific work group, and its members are paid incentives if the group exceed the production standard. |
| Annual Bonus | Plans that are designed to motivate short-term performance of managers and are tied to company profitability. |
| Capital Accumulation | Long-term incentives most often reserved for senior executives. |
| Programs | Six popular plans include stock options, stock appreciation rights, performance achievement plans, restricted stock plans, phantom stock plans, and book value plans. |
| Stock Option | The right to purchase a stated number of shares of a company stock at today's price at some time in the future. |

Merit Pay (Merit Raise) Any salary increase awarded to an employee based on his or her individual performance.

Profit-Sharing Plan A plan whereby most employees share in the company's profits.

Employee Stock Ownership Plan (ESOP)

A corporation contributes shares of its own stock to a trust in which additional contributions are made annually. The trust distributes the stock to employees on retirement or separation from service.

Scanlon Plan An incentive plan developed in 1937 by Joseph Scanlon and designed to encourage cooperation, involvement, and sharing of benefits.

Gainsharing Plan An incentive plan that engages employees in a common effort to achieve productivity objectives and share the gains.

Chapter 13: Benefits and Services

Key Terms

Benefits Indirect financial payments given to employees. They may include health and life insurance, vacation, pension, education plans, and discounts on company products, for instance.

Supplemental Pay Benefits Benefits for time not worked such as unemployment insurance, vacation and holiday pay and sick pay.

Unemployment Insurance Provides weekly benefits if a person is unable to work through some fault other than his or her own.

Sick Leave Provides pay to an employee when he or she is out of work because of illness.

Severance Pay A one-time payment some employers provide when terminating an employee.

Supplemental Unemployment Benefits Provide for a guaranteed annual income in certain industries where employers must shut down to change machinery or due to reduced work. These benefits are paid by the company and supplement unemployment benefits.

Worker's Compensation Provides income and medical benefits to work-related accident victims or their dependents regardless of fault.

Group Life Insurance Provides lower rates for the employer or employee and includes all employees, including new employees, regardless of health or physical condition.

Health Maintenance Organization (HMO) A prepaid health care system that generally provides routine round-the-clock medical services as well as preventative medicine in a clinic-type arrangement for employees, who pay a nominal fee in addition to the fixed annual fee the employer pays.

Preferred Provider Organization (PPO) Groups of health care providers that contract with employer's insurance companies, or third-party payers to provide medical care services at a reduced fee.

Pregnancy Discrimination Act Amendment to title VII of the Civil Rights Act that prohibits sex discrimination based on "pregnancy, childbirth, or related medical conditions." It requires employers to provide benefits -

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| | including sick leave and disability benefits and health and medical insurance - the same as for any employee not able to work because of disability. |
| Social Security | Provides three types of benefits: retirement income at age 62 and thereafter; survivor's or death benefits payable to the employee's dependents regardless of age at time of death; and disability benefits payable to disabled employees and their dependents. These benefits are payable only if the employee is insured under the Social Security Act. |
| Pension Plans | Plans that provide a fixed sum when employees reach a predetermined retirement age or when they can no longer work due to disability. |
| Defined Benefit Pension Plan | A plan that contains a formula for determining retirement benefits. |
| Defined Contribution Plan | A plan in which the employer's contribution to employee's retirement or savings funds is specified. |
| Deferred Profit-Sharing Plan | A plan in which a certain amount of profits is credited to each employee's account, payable at retirement, termination, or death. |
| Vesting | Provision that money placed in a pension fund cannot be forfeited for any reason. |
| Employee Retirement Income Security Act (ERISA) | Signed into law by President Ford in 1974 to require that pension rights be vested, and protected by a government agency. |
| Pension Benefits Guarantee Corporation (PBGC) | Established under ERISA to ensure that pensions meet vesting obligations; also insures pensions should a plan terminate without sufficient funds to meet its vested obligations. |
| Golden Offerings | Offers to current employees aimed at encouraging them to retire early, perhaps even with the same pensions they would expect if they retired at, say, age 65. |
| Early Retirement Window | A type of golden offering by which employees are encouraged to retire early, the incentive being liberal pension benefits plus perhaps a cash payment. |
| Employee Assistance Program (EAP) | A formal employer program for providing employees with counseling and/or treatment programs for problems such as alcoholism, gambling, or stress. (page 495) |
| Flexible Benefits Program | Individualized plans allowed by employers to accommodate employee preferences for benefits. (page 500) |

Chapter 14: Labor Relations and Collective Bargaining

Key Terms

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| Closed Shop | A form of union security in which the company can hire only union members. This was outlawed in 1947 but still exists in some industries (such as printing). |
| Union Shop | A form of union security in which the company can fire nonunion people, but they must join the union after a prescribed period of time and pay dues. (If they do not, they can be fired.) |
| Agency Shop | A form of union security in which employees that do not belong to the union must still pay union dues on the assumption that union efforts benefit all workers. |
| Open Shop | Perhaps the least attractive type of union security from the union's point of view, the workers decide whether or not to join the union; and those who join must pay dues. |
| Norris-LaGuardia Act | This law marked the beginning of the era of strong encouragement of unions and guaranteed to each employee the right to bargain collectively "free from interference, restraint, or coercion." |
| National Labor Relations Board (NLRB) | The agency created by the Wagner Act to investigate unfair labor practice charges and to provide for secret-ballot elections and majority rule in determining whether or not a firm's employees want a union. |
| National Labor Relations(or Wagner) Act | This law banned certain types of unfair labor practices and provided for secret-ballot elections and majority rule for determining whether or not a firm's employees want to unionize. |
| Taft-Hartley Act | Also known as the Labor Management Relations Act, this law prohibited union unfair labor practices and enumerated the rights of employees as union members. It also enumerated the rights of employers. |
| National emergency strikes | Strikes that might "imperil the national health and safety." |
| Landrum-Griffin Act | The law aimed at protecting union members from possible wrongdoing on the part of their unions. |

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| Union Salting | Refers to union organizing tactics by which workers who are in fact employed full-time by a union as undercover organizers are hired by unwitting employers. |
| Authorization Cards | In order to petition for a union election, the union must show that at least 30% of employees may be interested in being unionized. Employees indicate this interest by signing authorization cards. |
| Bargaining Unit | The group of employees the union will be authorized to represent. |
| Collective Bargaining | The process through which representatives of management and the union meet to negotiate a labor agreement. |
| Good Faith Bargaining | A term that means both parties are communicating and negotiating and those proposals are being matched with counterproposals with both parties making every reasonable effort to arrive at agreements. It does not mean that either party is compelled to agree to a proposal. |
| Voluntary Bargaining Items | Items in collective bargaining over which bargaining is neither illegal nor mandatory--neither party can be compelled against its wishes to negotiate over those items. |
| Illegal Bargaining Items | Items in collective bargaining that are forbidden by law; for example, the clause agreeing to hire "union members exclusively" would be illegal in a right-to-work state. |
| Mandatory Bargaining | Items in collective bargaining that a party must bargain over if they are introduced by the other party--for example, pay. |
| Mediation | Intervention in which a neutral third party tries to assist the principals in reaching agreement. |
| Arbitration | The most definitive type of third-party intervention, in which the arbitrator usually has the power to determine and dictate the settlement terms. |
| Economic Strike | A strike that results from a failure to agree on the terms of a contract that involve wages, benefits, and other conditions of employment. |
| Unfair Labor Practice Strike | A strike aimed at protesting illegal conduct by the employer. |
| Wildcat Strike | An unauthorized strike occurring during the term of a contract. |

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| Sympathy Strike | A strike that takes place when one union strikes in support of another. |
| Corporate Campaign | An organized effort by the union that exerts pressure on the corporation by pressuring the company's other unions, shareholders, directors, customers, creditors, and government agencies, often directly. |
| Boycott | the combined refusal by employees and other interested parties to buy or use the employer's products. |
| Lockout | A refusal by the employer to provide opportunities to work. |
| Grievance | Any factor involving wages, hours, or conditions of employment that is used as a complaint against the employer. |

Chapter 15: Employee Safety and Health

Key Terms

Occupational Safety and Health Act

The law passed by congress in 1970 "to assure so far as possible every working man and woman in the nation safe and healthful working conditions and to preserve our human resources."

Occupational Safety and Health Administration (OSHA)

The agency created within the Department of Labor to set safety and health standards for almost all workers in the United States.

Citations

Summons informing employers and employees of the regulations and standards that have been violated in the workplace.

Unsafe Conditions

The mechanical and physical conditions that cause accidents.

Unsafe Acts

Behavior tendencies and undesirable attitudes that cause accidents.

Burnout

The total depletion of physical and mental resources caused by excessive striving to reach an unrealistic work-related goal.