

Human resource management (cengage learning)



Protected Characteristics of EEO-age

-color

-disability

-genetic info

-marital status

-national origin

-pregnancy

-race

-religion

-sexual orientation

Equal Employment Opportunity employment that is not affected by illegal discrimination

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Order Now Status-Blind employment decisions that are made without regard to

individuals' personal characteristics

Disparate treatment occurs when individuals with particular characteristics that are not job related are treated

differently

Disparate impact occurs when an employment practice that does not appear to be discriminatory adversely affects individuals with a particular

characteristic so that they are substantially underrepresented as a result of

employment decisions that work to their disadvantage

Bona fide occupation qualification (BFOQ) characteristic providing a legitimate reason an employer

can exclude persons on otherwise illegal bases of consideration

Burden of proof what individuals who file suit against employers must prove to establish

that illegal discrimination has occurred

retaliation punitive actions taken by employers against individuals who exercise their legal rights

-create and disseminate an anti retaliation policy

-train superiors on what retaliation is and what actions are not appropriate

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- review all performance evaluation and discipline records to ensure consistency and accuracy
- conduct thorough internal investigation of any claims and documents
- take appropriate action when retaliation occurs

Reasonable accommodation: modification to a job or work environment that gives a qualified individual an equal employment opportunity to perform

Job analysis: systematic way of gathering and analyzing information about the content, context, and human requirements of jobs

Job description: identifies a job's tasks, duties, and responsibilities

Job specification: the knowledge, skills, and abilities an individual needs to perform a job satisfactorily

Performance standards: indicators of what the job accomplishes and how performance is measured in the key areas of job description

Turnover: the process in which employees leave an organization and have to be replaced

Human Resource Management: designing formal systems in an organization to manage human talent for accomplishing organizational goals

Strategic HR: The appropriate use of HR management practices to gain or keep a competitive advantage.

They can also:

- evaluate mergers
 - conducting workforce planning (for retiring employees)
 - select new offices
 - institute management systems to reduce administrative time
 - work with executives to develop a revised sales compensation
 - identify training operations
- Human capital: collective value of capabilities, knowledge, skills, life experiences, and motivation of an organization's workforce
- Core competency: unique capability that creates high value for the company
- Functions of an HR manager
- Types of Turnover
- Functional turnover:

lower performing or disruptive employees leave

-dysfunctional turnover: key individuals and high performers leave

-uncontrollable turnover: employees leave for reasons outside the control of the employer

-controllable turnover: employees leave for reasons that employer could control

-involuntary turnover: employees are terminated for poor performance or work rule violations through layoffs

-voluntary turnover: employees leave by choice
Changing HR Roles
it has changed from administrative to more strategic roles of people in

HR
Discrimination
the unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex. Plaintiff
a person who brings a case against another in a court of law. Prima Facie
based on the first impression; accepted as correct until proved otherwise a business necessity

-if the court has ruled on a prima facia, then the responsibility shifts to the employer
Types of sexual harassment-Hostile environment: when an individual's work environment and work performance or psychological well-being is unreasonably affected by intimidating or offering working conditions

-quid pro quo: sexual harassment that links employment outcomes to the granting of sexual favors
Americans with Disabilities Act
defines a disabled

person as someone who has a mental or physical challenge that greatly reduces the ability to perform important life functions, who possesses a

record off such a challenge, or who is thought to have such a challenge
Equal Pay Act
requires employers to pay similar wage rates for similar work without regard to gender. Differences in pay can only be based on

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1. seniority
2. work performance
3. quality or quantity of production
4. factors other than sex, skill, effort, or working conditions

Civil Rights Act- Title VII: illegal for organizations to discriminate in any way based on a person's sex, race, national origin, color, and/or religion. This policy applies to all educational institutions, government, labor unions, and employers of 15 or more

-1991: requires employers to show that an employment practice is job

related for the position and consistent with business necessity

Affirmative action proactive employment practices to compensate for historical

discrimination against women, minorities, and individuals with

disabilities

Undue hardshipsignificant difficulty or expense imposed on an employer when making an accommodation for individuals with disabilities.

Recruitingprocess of generating a pool of qualified applicants for

organizational jobs

Pooltotal number of people who have applied for an open position - the employer then embarks on the selection process by reducing

the applicant pool to either a short-list or a long-list and then a short-list,

depending on the number of people in the applicant pool

job postingsystem in which the employers provides notices of job openings, and employees

respond by applying for specific openings

realistic job previewprocess through which a job applicant receives an accurate picture of a

job

Tardinessbeing late

-employers have to document

Applicationsa formal request to be considered for a position or to be allowed to do or have something, submitted to an authority, institution, or organization. Illegal questions-questions based on

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protected class

- cannot ask about medical history until conditional offer was

made selection process of choosing individuals with the correct qualifications

to fill the jobs needed predictor measurable or visible indicators of selection

criteria selection criteria characteristics a person must possess to perform job

duties interview most used recruiting strategy structured interview interview

that uses a set of prepared job-related questions that are asked of all

applicants business necessity practice necessary for safe and efficient

organizational operations (nondiscriminatory actions) sexual harassment

definition unwelcome verbal, visual, or physical conduct of sexual nature that

is severe and affects working conditions or creates a hostile working

environment employer's response to sexual harassment - establish a sexual

harassment policy

- communicate the policy regularly

- train employees and managers on avoiding sexual harassment

- investigate and take action when complaints are voiced work effort directed

toward accomplishing results job group of tasks, duties, and responsibilities

that constitutes the total work assignment for an employee Maternal wall

bias - discrimination against caregivers, specifically women for going back to

work after taking care of their children

To fight this stigma, new laws are put in place:

- protects caregivers

- can be a man or a woman

- has to be a legally documented caregiver

- this allows women to maintain their professional ambitions which in the past

have triggered a hostile work environment Gender

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discrimination based on a person's gender or sex. This is different than maternal wall bias because it only talks about discrimination based on sex and not caregivers

- barrier put up

- women are not invited for an informal network informal flexibility

stigma employer's intent to conflate schedule with commitment formal

flexibility stigma employer's intent to pay disproportionately less for part-time employment Questions to avoid-Yes/no questions

- questions that would force the employee to lie (how do you get along with your co-workers)

- leading questions

- questions that are not job related problems in an interview-snap judgments

- halo effect: when positive characteristics of someone overshadow the negative characteristics

- bias and stereotyping based on personal factors

- negative emphasis

- cultural values lead you to make the wrong decision workflow analysis study

of the way work (inputs, activities, and) outputs move through an

organization responsibility of HR managers-evaluate employees

- review job description

- complete analysis

- can request another job analysis if nature of workforce changes