

## Chapter 9

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| <b>360-degree feedback</b>                   | A performance evaluation (or appraisal) in which a person is evaluated by a sampling of all the people with whom he or she interacts.                            |
| <b>affirmative action</b>                    | An employment practice that complies with antidiscrimination law and corrects past discriminatory practices.   |
| <b>behavior</b>                              | In performance evaluation, what people actually do on the job.   |
| <b>behavioral interviewing</b>               | A style of interviewing in which the interviewer asks questions whose answers reveal behaviors that would be either strengths or weaknesses in a given position. |
| <b>development</b>                           | A form of personal improvement that usually consists of enhancing knowledge and skills of a complex and unstructured nature.                                     |
| <b>e-learning</b>                            | A Web-based form of training.  |
| <b>employee benefit</b>                      | Any noncash payment given to workers as part of compensation for their employment.   |
| <b>employee orientation program</b>          | A formal activity designed to acquaint new employees with the organization.  |
| <b>forced rankings</b>                       | An offshoot of evaluating employees against a performance standard in which employees are measured against one another.  |
| <b>informal learning</b>                     | Any learning in which the learning process is not determined or designed by the organization.  |
| <b>job embeddedness</b>                      | The array of forces attaching people to their jobs.  |
| <b>job evaluation</b>                        | The process of rank-ordering jobs based on job content, to demonstrate the worth of one job in comparison to another.  |
| <b>job specification</b>                     | A statement of the personal characteristics needed to perform the job.   |
| <b>performance evaluation (or appraisal)</b> | A formal system for measuring, evaluating, and reviewing performance.  |
| <b>realistic job preview</b>                 | A complete disclosure of the potential negative features of a job to a job candidate.  |
| <b>recruitment</b>                           | The process of attracting job candidates with the right characteristics and skills to fill job openings.   |
| <b>reference check</b>                       | An inquiry to a third party about a job candidate's suitability for employment.  |
| <b>results</b>                               | In performance evaluation, what people accomplish, or the objectives they attain.  |
| <b>stack-ranking</b>                         | A ranking system that requires managers to rank each employee within each unit and distribute raises and bonuses accordingly.                                    |
| <b>strategic human resource planning</b>     | The process of anticipating and providing for the movement of people into, within, and out of an organization to support the firm's business strategy.           |
| <b>talent management</b>                     | A deliberate approach to attract, develop, and retain people with the aptitude and abilities to meet future and current organizational needs.                    |
| <b>training</b>                              | Any procedure intended to foster and enhance learning among employees, particularly directed at acquiring job skills.  |
| <b>traits</b>                                | Stable aspects of people, closely related to personality.  |
| <b>variable pay</b>                          | When the amount of money a worker receives is partially dependent on his or her performance.   |

