

Index

A

Absolute standard appraisal method, 303-305 Academic credentials, 123 Accor, 164, 443 Adaptation process (new employees), 135-138, 142 AD&D insurance, 285 Advertisements, job, 108-110 Affirmative action programs, 15, 36 AFL-CIO, 34 Age Discrimination in Employment Act of 1967 (ADEA), 35, 38-40, 49, 87-88, 326-327 Agency shops, 405 Americans with Disabilities Act (ADA), 31, 35, 43-46, 49, 87-88, 324-326, 369 Aramark Corporation, 444 Arbitration, compulsory and voluntary, 407 Attitudes, 174, 175 Attrition, 418 At-will employment, 113, 150, 322 Audiovisuals, training, 231, 233-236 Australia, 477 Authorization cards (unions), 404 Automated external defibrillator (AED), 342

В

Baby Boomers, 411-414 Background checks, 122-124 Baggage Airlines Guest Service (BAGS), 425 Behavior, ethical/unethical, 159 Behaviorally Anchored Rating Scales (BARS), 306-307 Behavioral Observation Scales (BOS), 306-307 Behavior improvement tactics, 316-31 Benefits, 283-287 Bennigan's Grill and Tavern, 443 Best Western International, 443 Blind ads, 108 Blogging, 80 Body language, 186 Bona fide occupational qualification (BFOQ), 36-37, 39 Bonuses, 279-280 Boycotts, 406, 407 Brainstorming, 233, 243, 391 Breakout (group training), 230, 231 Broken cases, 222 Burger King, 442 Business ethics, 159

С

California, 273–274 Canada, 54 Career development programs, 429–436 Career ladders, 155 Careers, in succession planning, 428–429 Carlson Hospitality Worldwide, 443 Carpal tunnel syndrome, 341 Case study group exercises, 242 CDs, 85 Change to Win Coalition, 34 Child labor, 34 China, 472, 477-478 Civil Rights Act of 1964 (Title VII), 33-38, 40, 49, 66, 87-88, 323, 338, 351 Civil Rights Act of 1991, 35 Clayton Act of 1914, 33 Closed-ended questions, 222 Coaching, 219, 225-226 Codes of ethics, 161-163 Collective bargaining, 404-407 Communication concerning pay, 269 during downsizing, 419 with global expansion, 449-450 HR activities in, 12 Compass Group North America, 444 Compensation management, 264-290 case study, 291-292 direct financial con pensation, 275-283 extrinsic vs. in insic rewards, 264-266 factors in effective systems, 267-269 goal of, 260 HR activities in, 12 inchest financial compensation, 283-287 r international assignments, 464 legal aspects of, 271-275 minimum wage, 18 nonfinancial compensation, 288-290 Compensation package, 265 Competence, 172 Competencies, 173 Concessions (collective bargaining), 405, 406 Conditional offer letters, 128 Condo-hotels, 382, 383 Consolidated Omnibus Budget Reconciliation Act (COBRA), 49, 284 Constructive discharge, 89 Consumer preferences, 12 Contract administration, 407-411 Core business strategies, 423 Corporate culture, 9, 14 Corporate (social) responsibility, 163-165 Cost-benefit analysis, 395, 396 Cost effective training, 173 Cost-of-living adjustments, 406 Counseling, employee, 317-319 Country clusters, 450-451 Credit reports, 123 Criminal histories, 123 Crises, 345 Crisis management programs, 347-350 Critical incidents, 253 Cross-cultural adaptability, 461 Cross-functional teams, 157, 158

Cross-training, 227-228

Cultural intelligence, 451, 457

Culture corporate, 9, 14 impact on hospitality operations, 450–457 societal and organizational, 448–450 Culture shock, 458

Customers, internal vs. external, 300

D. ta mining, 380, 382 Lefamation, 125 Demographics, 12 Demonstrations (group training), 230, 231 Department of Justice, 102 Departmental induction procedures, 146-147 Digital projectors, 231, 233 Direct financial compensation, 275-283 incentives and bonuses, 279-280 salaries, 276–278 tips, 280-283 wages, 278-279 Director of Human Resources job description, 20 - 21Discipline, 310-316 Disciplined workforce, 310 Dismissal, 315-316 Disparate (adverse) impact cases, 37 Disparate treatment of employees, 37 Distance education, 227 Distributive collective bargaining, 405, 406 Diversity, 14-17 Documented oral warnings, 311, 313 Domino's Pizza, 443 Downsizing, 14, 417-421 Dress codes, 78-79 Driving records, 123 Drug testing, 122 Dues check-off, 405 DVDs, 85 Dynamic changes, 380-382, 384, 387, 390

Е

Economic constraints (recruitment), 103-104 Educational institution job placement services, 111 Ehrenreich, Barbara, 318 E-learning, 199, 227 Emergency plans, 348-350 Employees, 5-7 Employee Assistance Programs (EAPs), 73, 74, 287, 342-343 Employee handbooks, 81, 82, 134, 149-153 Employee manuals, 81 Employee Polygraph Protection Act of 1988 (EPPA), 30 Employee protection, 332-359 case study, 360-362 employee assistance programs, 342-343 healthy worksites, 340-342 HR activities in, 12

Employee protection (continued) legal aspects of, 333-340 safety programs, 344-350 security programs, 350-359 wellness programs, 343 Employee referral systems, 106-107 Employee Retirement Income Security Act of 1974 (ERISA), 284 Employee safety programs, 345-347 Employee separation, 319-322 Employee turnover, 10-12, 175, 319 Employee unions, 12, 400. See also Unionization Employers of choice, 176 Employment agreement, 128 Employment Eligibility Verification form, 126 Employment law, 28-30. See also Legal issues Employment status verification, 126 Empowerment, 14, 382 English as a Second Language (ESL) policies, 66 Entry-level employees, 105 Equal Employment Opportunity commission (EEOC), 34-35, 40, 44, 66, 116, 117, 339, 351 Equal employment opportunity laws, 15. See also Legal issues Equal Pay Act of 1963 (EPA), 35, 49, 87-88, 323, 324 Escape clauses, 423 Ethics, 134, 159-165 Evacuation plans, 349 Exchange rate, 458 Executive committee, 19, 20 Executive searches, 112 Exempt employees, 276 Exit interviews, 320, 321 Expatriates, 52-54, 469, 476. See also International assignments Expectancy Theory, 73 Explicit threats, 356 External customers, 300 External recruiting searches, 108 Extrinsic rewards, 264-266

F

Fair Labor Standards Act (FLSA), 19, 34, 49, 87–88, 270–272, 274, 276–278, 280, 288 Family and Medical Leave Act (FMLA), 47–49, 87–88 Feedback, 173 Final offer letters, 128 Flip charts, 231, 233 Foodservices, 4, 5, 442–444 For-profit foodservices, 5 401(k) retirement plans, 287 France, 472–473, 479 Franchisors, 42 Full-service hotels, 231 Full-time equivalent employees, 421

G

Garde-mangers, 69 Garnish(ment), 32 Generation X, 411–415 Generation X, 411–415 Global expansion, 442–483 case study, 484–485 cultural factors, 448–457 and effective HRM, 447–448 employee management, 468–483 expatriate safety and security, 476 futuristic strategies for, 470 governmental regulations, 471–475 HR concerns, 471–475

international assignments, 458-467 legal environment for multinational companies, 49-55 protocols in foreign countries, 471, 477-483 reasons for, 442-444 stages of, 444-447 use of locals vs. expatriates, 469 Global issues, HR activities impacted by, 12 Good faith, 323 Government, HRM interactions with, 30-32. See also Legal issues Gradual changes, 380, 381, 384-386 Grievance process, 401 Grievances, 403 Group training, 229-246 cost-effectiveness of, 218 exercises for, 241-243 facilitating sessions, 236-246 interacting with participants, 238-240 preparing for, 231-236 special issues for, 243-246 supplementing on-job training, 216 trainer presentation skills, 236-238 types of trainees, 240-241

н

Halo effect, 309 Handouts, training, 233-234 Harassment, 338-340 Hard copies, 81, 83 Healthcare benefits, 286 Health insurance, 284-286 Healthy work environment, 340 Herzberg, Frederick, 73 Hilton Group PLC, 443 Hire date, 177 Hiring, 100-129 case study, 130-131 job offers, 128-122 negligent, 126-127 policies and procedures, 69-70 recruitment, 100-112 selection, 112-125 Hong Kong, protocols for business in, 479-480 Hooters Restaurants, 36-37 Hospitality industry, 4-7, 378-379 hostile work environment, 351-352 Hotel Employees and Restaurant Employees Union (HERE), 34 Hourly wages, 278 HR policy(ies), 65. See also Policies and procedures HR procedures, 65. See also Policies and procedures Human resources (HR), 5, 6 Human resources activities, 9-14 external influences on, 11, 12, 369-371 internal influences on, 11, 13, 14 of managers, 19-21 policies and procedures related to, 68-69. See also Policies and procedures Human resources departments, 9, 11 Human resources management (HRM), 6 case study, 23-25 employee turnover, 10 in hospitality and tourism organizations, 7-8, 19 - 21responsibilities of, 8, 9, 19-21. See also Human

responsibilities of, 8, 9, 19–21. See also Human resources activities

I.

Ice breakers (training), 236 Immigration and Naturalization Service (INS), 102

Immigration Reform and Control Act (IRCA), 49, 87 Implicit threats, 356 Incentives, 279-280 Indirect financial compensation, 283-287 Individual training, 214-229 additional training approaches, 227-229 on-job training process, 214-228 steps in on-job training, 219-226 Industry constraints (recruitment), 104 Inflation, 458 Information dissemination, 81-82 Information storage, 82-86 Integrative collective bargaining, 405, 406 Intercontinental Hotels Group, 443 Internal customers, 300 Internal recruiting searches, 106-108 International assignments, 458-483 compensation for, 464 follow-up to, 465, 467 HR concerns with, 462 managing employees on, 468-483 on-job concerns, 464, 465 preparation for, 461, 464 se'ection issues for, 459, 461 International legal environment, 49-55 Internet job applications via, 116 online training, 199, 207 Web job postings, 109 Interstate commerce, 33 Intrapreneurs, 6, 7 Intrinsic rewards, 264-266 Involuntary separation, 320-322

J

Japan, 480–481 Jargon, 183 Job advertisements, 108–110 Job applications, 46, 111–116 Job descriptions, 8, 20–21 Job enrichment, 228, 230 Job intrichment, 228, 230 Job interviews, 113, 116–121 Job offers, 128–129 Job rotation, 229, 230 Joint ventures, 445

K

Korea, 473–474 Kuwait, 481

L

Labor contracts, 400, 401 Labor costs, 9 Labor-intensive organizations, 5 Labor shortages, 10 Labor unions, 33, 36, 400. See also Unionization Language discrimination, 66 Layoffs, 42-43, 67 Learning principles, 180-181 Lecterns, 231, 233 Lectures (group training), 230, 231 Legal constraints (recruitment), 103 Legal issues, 28-57 Age Discrimination in Employment Act of 1967, 38-40 Americans with Disabilities Act, 43-46 case study, 59-61 Civil Right Act of 1964 (Title VII), 33-38 for compensation, 271-275 compliance review of policies and procedures, 77-80

for condo-hotels, 383 contractual obligations of unit managers, 55-57 employment law, 28-30 Family and Medical Leave Act, 47-49 government role in HRM, 30-32 HR activities impacted by, 12 international, 49-55, 468, 471-475 minimum wage, 18 with nonvoluntary separation, 322 with outsourcing, 424 performance management and appraisals, 323-327 Pregnancy Discrimination Act of 1978, 40-41 for recordkeeping, 87-88 significant labor-related legislation, 32-49 training requirements, 176 and valuing-diversity efforts, 15 Worker Adjustment and Retraining Notification Act, 42-43 with zero-tolerance policies, 355-356 Licenses, employee, 123 Lie detector tests, 30 Limited-service hotels, 231 Living wage laws, 273-274 Local wage rates, 267, 272-275 Lodging organizations, 4

Μ

McClelland, David, 73 McCormick Place, 408 McDonald's Corporation, 40, 442, 446, 449 McGregor, Douglas, 72 Management by objectives (MBO), 307 Management by walking around, 253 Management process, 7 Managers, 7, 8 change management skills for, 388 expatriate, 52-54 HR activities impacted by, 14 for international assignments, 459 in organizational change, 371 responsibilities of, 19-21 unit, 55-57 Mandatory benefits, 283-284 Mandatory collective bargaining items, 406 Mandatory union recognition, 404 Marriott International Inc., 341 Maslow, Abraham, 72 Mediation, 407 Mentoring programs, 134, 153-159 Merit pay system, 269 Mexico, 474-475, 482 Minimum wage, 18, 271-272 Mission statement, 140 Mode of entry (global expansion), 445 Morale, 174, 175 Motivating staff, 71-73 Motivation/hygiene theory, 73 Multigenerational workforce, 411-416 Multinational organizations, 445-447. See also Global expansion Mystery shoppers, 253

Ν

National Labor Relations Act of 1935 (NLRA), 33, 79, 80, 402 National Labor Relations Board (NLRB), 404, 410 National Partnership for Women and Families, 48 Needs hierarchy (Maslow), 72 Negative discipline, 310 Negligent hiring, 126–127 Negligent retention, 127 Nepotism, 107 New-employee programs, 134–159 case study, 166–168 employee adaptation process, 135–138 employee handbooks, 149–153 mentoring programs, 153–159 orientation programs and procedures, 139–149 Niche marketing, 370 Nonexempt employees, 276 Nonfinancial compensation, 288–290 Norris-LaGuardia Act of 1932, 33 Not-for-profit foodservices, 5

C

Objective tests, 253 Occupational Safety and Health Act (OSHA), 49, 87-88, 176, 224, 333-338, 345 Occupational Safety and Health Administration (OSHA), 333, 334, 369 Offer letters, 128-129 Offshoring, 422 Off-the-shelf training materials, 177 Older Workers Benefit Protection Act of 1990 (OWBPA), 39-40 On-job training, 214-226 cost-effectiveness of, 218 process for, 214-218 steps in, 219-226 supplemented with group training, 2 Online training, 199 Open-ended questions, 192 Open shops, 405 Organizational change, 368case study, 397-398 continuum of, 379-384 resistance to, 391-196 role of HR in, 384-391 strategic planning for, 372-378 Organizational constraints (recruitment), 104-105 Organizational culture, 448 Orientation kit, 143, 144 Cientation programs and procedures, 139-149 adaptation vs., 142 checklist for, 143-144 departmental induction procedures, 146-147 follow-up to, 147-149 goals of, 140, 143 legal issues in, 141 Outplacement assistance, 420 Outsourced searches, 112 Outsourcing, 422-425 Overhead transparency projectors, 231, 233 Overtime pay, 381

Ρ

Paid time-off, 286-287 Parking ordinances, 31 Patissiers, 69 Paydays, 288 Pay equity, 269 Pay ranges, 267 Payroll deductions, 285 Peer evaluations, 307 Pension plans, 284 Performance, linking pay to, 268-269 Performance appraisals, 296-310 benefits of, 299-300 common methods for, 303-310 critical characteristics for, 297-299 HR activities in, 12 and job enrichment, 228 legal issues with, 323-327

role of HR personnel in, 301-302 sandwich method for, 224 Performance-based pay, 279-280 Performance-based training, 172 Performance management, 296-327 behavior improvement tactics, 316-319 case study, 328-330 employee separation, 319-322 legal considerations, 323-327 performance appraisals, 296-310 progressive discipline, 310-316 Performance standards, 191, 194, 196 Permissible collective bargaining items, 406 Personal files, 81, 83 Picketing, 406, 407 Piecework wages, 278 Pitchfork effect, 309 Pizza Hut, 443 Planning HR activities impacted by, 14 strategic, 372-378 Plant Closing Act, 42, 49 Policies and procedures, 13, 64-91 ap lying advanced technology to, 80-86 case study, 92-95 for developing staff, 70-71 development of, 64-65 documentation and record keeping for, 86-91 in employee handbooks, 150-153 fair application of, 67 HR activities impacted by, 13, 14 and language discrimination, 66 legal compliance review of, 77-80 for maintaining staff, 73, 74 for motivating staff, 71-73 related to HR activities, 68-69 relationship between, 65 for staffing the organization, 69-70 steps in development of, 74-77 work procedures, 14 Position analysis, 191-196 Position constraints (recruitment), 105 Position description, 191, 196 Positive discipline, 310 Post-traumatic stress disorder (PTSD), 350 PowerPoint overheads, 231, 233, 235-236 Practice and demonstration step (on-job training), 223-225 Pre-employment testing, 122 Pregnancy Discrimination Act of 1978, 40 - 41Preparation step (on-job training), 219-221 Presentation step (on-job training), 222-223 Pretext/post-test evaluation, 250 Privacy Act, 49 Private employment assistance agencies, 110 - 111Procedures. See Policies and procedures Productivity, 10 Professional associations, 431 Professional development programs, 179 Progressive discipline, 310-316 Promote-from-within approach, 106 Protected class workers, 323 Psychological testing, 122 Public employment assistance agencies, 110 Publicity, corporate responsibility and, 165 Public speaking, 237

Q

Quality (of performance), 194 Quid pro quo harassment, 351

R

Railway Labor Act of 1926 (RLA), 33 Reasonable accommodation, 44, 46 Reasonable person standard, 352 Recordkeeping employment applications, 116 information storage, 82-86 for OSHA, 334-338 for policies and procedures, 86-91 Recruitment, 100-112 constraints in, 103-105 HR activities in, 11 nonskill issues in, 102, 103 from nontraditional markets, 10 searches for qualified employees, 105-112 tasks in, 100 References, checking, 124-125 Rehabilitation Act of 1973, 35 Relative standard appraisal method, 305-306 Reliability (in evaluations), 249, 308-310 Reprimands, 311 Request for Information (RFI), 89 Request for Proposal (RFP), 424 Resources, 7 Retirement programs, 287 Return on investment, from training, 206 Revenue, 5 Reverse culture shock, 467 "Right-to-know" law, 335 Right-to-work laws, 404, 405 Role-play exercises, 241-242 Rolling (long-range) plans, 376 Ruby Tuesday, Inc., 443

S

Safety, 344-350 crisis management programs, 347-350 employee safety programs, 345-347 of expatriates, 476 Salaries, 276–278 Salary surveys, 267-268 Sandwich method (performance appraisal), 224 Sarbanes-Oxley Act, 49, 424 Sauciers, 69 Saudi Arabia, 51 Security, 344, 350-359 of expatriates, 476 violence prevention, 356-359 zero-tolerance harassment programs, 350-350 Selection, 101, 112-125 applications, 113-116 background checks, 122-124 employment status verification, 126 HR activities in, 11 for international assignments, 459, 461 interviews, 113, 116-121 pre-employment testing, 122 references, 124-125 Seniority, union, 403 Servers, 85 Service charges, 282 Sexual harassment, 35, 36, 339-340, 351-355 Singapore, 482-483 Skills tests, 122 Smoking areas, 54, 341 Social (corporate) responsibility, 163-165 Social security program, 283-284 Sociocultural factors, 449-450 Sodexho, 444 Staffing, 68-70. See also Hiring Staff specialists, 9, 11 Stakeholders, 163 Starwood Hotels & Resorts, 370, 443

State civil rights laws, 37 State minimum wage laws, 272, 273 Strategic planning, 372–378 Strategies, 371 Subsidiaries, 445 Subway Restaurants, 442 Succession planning, 417, 425–429 Supervisors, 7, 8 Survivors (of downsizing), 421 Suspension, 315 SWOT analysis, 374–375

T Te et

Tactics, 371 Taft-Hartley Act of 1947, 402 Targeted outcomes appraisal method, 306-307 Task breakdown, 191, 193-195 Task list, 191-193 Tasks, 173. See also Human resources activities Tax laws, 87-88 Technology issues, 80-86 information dissemination, 81-82 information storage, 82-86 with training, 207 Terminations discrimination in, 67 dismissals, 315-316 involuntary separations, 320-322 Worker Adjustment and Retraining Notification Act, 42-43 T.G.I. Friday's, 443 Theory X and Theory Y, 72 360-degree appraisals, 307 Three-Need Theory, 73 Tip credits, 280-281 Tip-pooling, 282, 283 Tips, 270, 280-283 Title VII, 33. See also Civil Rights Act of 1964 (Title VII) Total quality management (TQM), 382 Tourism industry, 4-5 Traditionalist generation, 411-414 Trainces, types of, 240-241 Trainers, 186-188, 236-238 Training, 172–180 penefits of, 173-177 ase studies, 209-211, 259-261 defining needs for, 188-191 developing plans for, 200-202 effective trainers for, 186-188 evaluation of. See Training evaluation and fundamental learning principles, 180-181 group. See Group training HR activities in, 11 Individual. See Individual training lesson development, 202-205 myths about, 178-180 objectives for, 196-200 obstacles to, 177-178 performance-based, 172 policies and procedures for, 70-71 position analysis for, 191-196 preparing trainees for, 207-208 principles of training, 181-185 steps in formal process for, 188, 189 training handbook (file), 205-206 under WARN Act, 42 Training evaluation, 246-258 anonymity of, 252 assessment methods for, 252-256 follow-up documentation, 256-258 levels of, 248-252 reasons for, 247-248

Training handbook (file), 205–206 Training lessons, 202–205 Training plans, 200–202 Training rooms, 231–232 Transnational organizations, 447 Travel and tourism industry, 4–5 Turkey, 475 Turnover, 319 Turnover rate, 175

U

Underemployed (job status), 228 Unemployment benefits, 110 Unemployment compensation, 31 Unemployment rate, 105 Unethical behavior, 159 Unfair labor practices, 410 Unionization, 400-411 case study, 438-439 and collective bargaining process, 404-407 contract administration, 407-411 history 01, 34, 401-403 laws chauling, 33 process of, 403-404 reasons for, 401 Union of Needletrades, Industrial, and Textile Employees (UNITE), 34 Union security arrangements, 404, 405 Union shops, 401 Union stewards, 403 United States, protocols for business in, 483 UNITE HERE, 34 Unit managers, 55-57 Upward assessments, 307

V

Vacation time, 52, 53, 386–387 Validity (in evaluations), 249, 308–310 Value-added, 9, 10, 173, 174 Valuing-diversity initiatives, 14–17 Videos, training, 234 Voluntary benefits, 283–287 Voluntary recognition of unions, 404 Voluntary recognition of unions, 404 Vorom, Victor, 73

W

Wages, 278-279. See also Compensation garnishment of, 32 living wage laws, 273-274 local wage rates, 267, 272-275 minimum, 18, 271-272 Wagner Act, 33, 49, 402 Walt Disney, 425 Warm-body syndrome, 177 Web job postings, 109 Wellness programs, 343 Wendy's International, 442 Westin Hotels & Resorts, 341 Workers' compensation, 32, 284 Worker Adjustment and Retraining Notification Act (WARN), 42-43 Workforce Management Web site, 248 Work hours, 272 Workplace violence prevention, 356-359 Work procedures, 14. See also Policies and procedures Work slowdowns, 406, 407 Written warnings, 313-315

Ζ

Zero-tolerance for harassment, 340, 350-356