

Notes

CHAPTER 1

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CHAPTER 2

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CHAPTER 5

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CHAPTER 6

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CHAPTER 7

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CHAPTER 8

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Glossary

360-degree performance appraisal Performance measurement that combines information from the employee's managers, peers, direct reports, self, and customers.

achievement tests Tests that measure a person's existing knowledge and skills.

action learning Training in which teams get an actual problem, work on solving it, commit to an action plan, and are accountable for carrying it out.

adventure learning A teamwork and leadership training program based on the use of challenging, structured physical activities.

applicant tracking system (ATS) A software application that streamlines the flow of information between job seekers, HR staff, and hiring managers.

appraisal politics Evaluators purposefully distorting a rating to achieve personal or company goals.

apprenticeship A work-study training method that teaches job skills through a combination of on-the-job training and classroom training.

aptitude tests Tests that assess how well a person can learn or acquire skills and abilities.

arbitration Conflict resolution procedure in which an arbitrator or arbitration board determines a binding settlement.

artificial intelligence (AI) Technology that can think like a human.

assessment centre A wide variety of specific selection programs that use multiple selection methods to rate applicants or job incumbents on their management potential.

assessment Collecting information and providing feedback to employees about their behaviour, communication style, or skills.

balanced scorecard An organizational approach to performance management that integrates strategic perspectives including financial, customer, internal business processes, and learning and growth.

behavioural interview A structured interview in which the interviewer asks the candidate to describe how they handled a type of situation in the past.

behavioural observation scale (BOS) A variation of BARS, which uses all behaviours necessary for effective performance to rate performance at a task.

behaviourally anchored rating scale (BARS) Method of performance measurement that rates behaviour in terms of a scale showing specific statements of behaviour that describe different levels of performance.

benchmarking A procedure in which an organization compares its own practices against those of successful competitors.

big data Information merged from HR databases, corporate financial statements, employee surveys, and other data sources to make evidence-based HR decisions.

Bill C-45 (Westray Bill) Amendment to the Criminal Code making organizations and anyone who directs the work of others criminally liable for safety offences.

blended learning Combining technology methods, such as e-learning, simulations, or social media, with face-to-face instruction, for delivery of learning content and instruction.

bona fide occupational requirement (BFOR) A necessary (not merely preferred) requirement for performing a job.

brand alignment The process of ensuring that HR policies, practices, and programs support or are congruent with an organization's overall culture (or brand), products, and services.

broadbanding A pay structure that consolidates pay grades into a few "broad bands."

calibration meetings Meeting at which managers discuss employee performance ratings and provide evidence supporting their ratings with the goal of eliminating the influence of rating errors.

Canada Pension Plan (CPP)/Quebec Pension Plan (QPP) A contributory, mandatory plan that provides retirement pensions, disability benefits, and survivor benefits.

Canadian Labour Congress (CLC) The umbrella organization for dozens of affiliated Canadian and international unions, as well as provincial federations of labour and regional labour councils.

candidate experience A job seeker's perception of and response to an employer's talent acquisition process.

career paths The identified pattern or progression of jobs or roles within an organization.

chatbot Automated, personalized conversation between software and human users.

checkoff provision A requirement that the employer, on behalf of the union, automatically deducts union dues from employees' paycheques.

closed shop A union security arrangement under which a person must be a union member before being hired.

cloud computing A computing system that provides information technology infrastructure over a network in a self-service, modifiable, and on-demand model.

co-operative education A plan of higher education that incorporates paid work experience as an integral part of academic studies.

coach A peer or manager who works with an employee to provide a source of motivation, help him or her develop skills, and provide reinforcement and feedback.

cognitive ability tests Tests designed to measure mental abilities such as verbal skills, quantitative skills, and reasoning ability.

collective bargaining Negotiation between union representatives and management representatives to arrive at an agreement defining conditions of employment for the term of the agreement and to administer that agreement.

commissions Incentive pay calculated as a percentage of sales.

communities of practice Groups of employees who work together, learn from each other, and develop a common understanding of how to get work accomplished.

compensatory model Process of arriving at a selection decision in which a very high score on one type of assessment can make up for a low score on another.

competency An area of personal capability that enables employees to perform their work successfully.

competency-based pay systems Pay structures that set pay according to the employees' levels of skill or knowledge and what they are capable of doing.

conciliation Conflict resolution procedure in which a third party to collective bargaining reports the reasons for a dispute, the views and arguments of both sides, and possibly a recommended settlement, which the parties may decline.

concurrent validation Research that consists of administering a test to people who currently hold a job, then comparing their scores to existing measures of job performance.

construct validity Consistency between a high score on a test and a high level of a construct such as intelligence or leadership ability, as well as between mastery of this construct and successful performance on the job.

content validity Consistency between the test items or problems and the kinds of situations or problems that occur on the job.

continuous learning Each employee's and each group's ongoing efforts to gather information and apply the information to their decisions in a learning organization.

continuous learning Learning system that expects employees to acquire new skills, apply them on the job, and share what they have learned with other employees.

contributory plan All costs of the plan are funded by employees, employers, and the plan's own investments.

coordination training Team training that teaches the team how to share information and make decisions to obtain the best team performance.

core competency A set of knowledge and skills that provide a competitive advantage

criterion-related validity A measure of validity based on showing a substantial correlation between test scores and job performance scores.

critical-incident method Method of performance measurement based on managers' records of specific examples

of the employee behaving in ways that are either effective or ineffective.

cross-cultural preparation Training to prepare employees and their family members for an assignment in a foreign country.

cross-training Team training in which team members understand and practise each other's skills so that they are prepared to step in and take another member's place.

culture shock Disillusionment and discomfort that occur during the process of adjusting to a new culture.

decision support systems Computer software systems designed to help solve problems by showing how results vary when the assumptions and data are altered.

defined benefit plan A pension plan that defines the benefits to be paid according to a formula stipulated in the plan.

defined contribution plan A retirement plan that specifies the contributions made by the employer as well as the employee; pension benefits are based upon the accumulated contributions and investment returns achieved.

development The acquisition of knowledge, skills, and behaviours that improve an employee's ability to meet the challenges of a variety of new or existing jobs.

differential treatment Differing treatment of individuals where the differences are based on a prohibited ground.

digital interview A technology-based interview in which interviewees digitally record their responses to interview questions that are provided digitally, without live interaction with the interviewer.

direct applicants People who apply for a vacancy without prompting from the organization.

direct compensation Financial rewards employees receive in exchange for their work.

direct discrimination Policies or practices that clearly make a distinction on the basis of a prohibited ground.

discrimination Treating someone differently, negatively, or adversely because of their race, age, religion, sex, or other prohibited ground.

diversity Having people of different backgrounds and experiences represented in the workplace.

diversity training Learning efforts designed to change employee attitudes about diversity or to develop skills needed to work with a diverse workforce.

downsizing The planned elimination of large numbers of employees with the goal of enhancing the organization's competitiveness.

downward move Assignment of an employee to a position with less responsibility and authority.

duty to accommodate An employer's duty to consider how an employee's characteristic such as disability, religion, or sex can be accommodated and to take action so the employee can perform the job.

e-learning Instruction and delivery of training by computer through the Internet or an organization's intranet.

electronic performance support system (EPSS) A technology platform that provides access to skills training, information, and expert advice.

employee assistance program (EAP) Confidential, short term, counselling service for employees with personal issues that affect their work performance.

employee benefits Compensation in forms other than cash.

employee development The combination of formal education, job experiences, relationships, and assessment of personality and abilities to help employees prepare for the future of their careers.

employee empowerment Giving employees responsibility and authority to make decisions regarding all aspects of product development or customer service.

employee engagement Degree to which employees are fully involved in their work and the strength of their commitment to their job and the organization.

employee experience Set of perceptions that employees have about their experiences at work in response to their interactions with the organization.

employee health and wellness program A set of communications, activities, and facilities designed to change health-related behaviours in ways that reduce health risks.

employee stock ownership plan (ESOP) An arrangement in which the organization distributes shares of stock to all its employees by placing it in a trust.

employer branding A strategic approach of attaching a visual, emotional, or cultural brand to an organization.

Employment Insurance (EI) A federally mandated program to provide temporary financial assistance to non-working Canadians.

ergonomics The study of the interface between individuals' physiology and the characteristics of the physical work environment.

ethics The fundamental principles of right and wrong.

evidence-based HRM Collecting and using data to show that human resource practices have a positive influence on the company's bottom line or key stakeholders.

exit interview A meeting of a departing employee with the employee's supervisor and/or human resources specialist to discuss the employee's reasons for leaving.

expatriates Employees who take assignments in other countries.

experiential programs Training programs in which participants learn concepts and apply them by simulating behaviours involved and analyzing the activity, connecting it with real-life situations.

expert systems Computer systems incorporating the decision rules of people deemed to have expertise in a certain area.

external labour market Individuals who are actively seeking employment.

externship Employee development through a full-time temporary position at another organization.

feedback Information employers give employees about their skills and knowledge and where these assets fit into the organization's plans.

Fleishman Job Analysis System Job analysis technique that asks subject-matter experts to evaluate a job in terms of the abilities required to perform the job.

flexible benefits plans Benefits plans that offer employees a set of alternatives from which they can choose the types and amounts of benefits they want.

flextime A scheduling policy in which full-time employees may choose starting and ending times within guidelines specified by the organization.

forced-distribution method Method of performance measurement that assigns a certain percentage of employees to each category in a set of categories.

forecasting The attempts to determine the supply of and demand for various types of human resources to predict areas within the organization where there will be labour shortages or surpluses.

formal training Talent development programs, courses, and events that are developed and organized by the organization.

gainsharing Team incentive program that measures improvements in productivity and effectiveness and distributes a portion of each gain to employees.

gamification Applying principles of digital and computer games.

generalizable Valid in other contexts beyond the context in which the selection method was developed.

global organizations Organizations that choose to locate a facility based on the ability to effectively, efficiently, and flexibly produce a product or service, using cultural differences as an advantage.

graphic rating scale Method of performance measurement that lists attributes and provides a rating scale for each attribute; the employer uses the scale to indicate the extent to which an employee displays each attribute.

grievance procedure The process for resolving union-management conflicts over interpretation or violation of a collective agreement.

group- or team-building methods Training methods that help learners share ideas and experiences, build team identity, understand the dynamics of interpersonal relationships, and get to know their own strengths and weaknesses and those of their co-workers.

hands-on methods Training methods that require the learner to be actively involved.

harassment A form of discrimination that involves any unwanted physical or verbal behaviour that offends or humiliates you.

health and safety committees A committee jointly appointed by the employer and employees at large (or union) to address health and safety issues in a workplace.

health spending account A specific amount of money set aside per employee by the employer to cover health-related costs.

high-performance work system An organization in which technology, organizational structure, people, and processes all work together seamlessly to give an organization an advantage in the competitive environment.

high-potential employees Employees the organization believes can succeed in higher-level positions.

hiring algorithm Mathematical model that predicts which job candidates are most likely to be high performers after being hired.

home country The country in which an organization's headquarters is located.

host country A country (other than the home country) in which an organization operates a facility.

hourly wage Rate of pay per hour worked.

HR dashboard HR metrics such as productivity and absenteeism that are accessible by employers and managers through the company intranet or human resource information system

HRM audit A formal review of the outcomes of HRM functions, based on identifying key HRM functions and measures of organizational performance.

human capital An organization's employees, described in terms of their training, experience, judgment, intelligence, relationships, and insight.

human resource management (HRM) The practices, policies, and systems that influence employees' behaviours, attitudes, and performance.

incentive pay Forms of pay linked to an employee's performance as an individual, group member, or organization member.

inclusion An environment in which employees share a sense of belonging, mutual respect, and commitment from others so that they can perform their best work.

inclusion A sense of belonging: feeling respected, valued, and seen for who we are as individuals.

indirect compensation The benefits and services employees receive in exchange for their work.

indirect discrimination Policies or practices that appear to be neutral but have an adverse effect on the basis of a prohibited ground.

industrial engineering The study of jobs to find the simplest way to structure work in order to maximize efficiency.

informal learning Learning that is learner initiated, involves action and doing, is motivated by an intent to develop, and does not occur in a formal learning setting.

instructional design A process of systematically developing training to meet specified needs.

internal labour force An organization's workers (its employees and the people who work at the organization).

internal responsibility system Philosophy of occupational health and safety whereby employers and employees share responsibility for creating and maintaining safe and healthy work environments.

international organization An organization that sets up one or a few facilities in one or a few foreign countries.

internship On-the-job learning sponsored by an educational institution as a component of an academic program.

involuntary turnover Turnover initiated by an employer (often with employees who would prefer to stay).

job A set of related duties.

job analysis The process of getting detailed information about jobs.

job description A list of the tasks, duties, and responsibilities (TDRs) that a particular job entails.

job design The process of defining the way work will be performed and the tasks that a given job requires.

job enlargement Broadening the types of tasks performed in a job.

job enrichment Engaging workers by adding more decision-making authority to jobs.

job evaluation An administrative procedure for measuring the relative internal worth of the organization's jobs.

job experiences The combination of relationships, problems, demands, tasks, and other features of an employee's job.

job extension Enlarging jobs by combining several relatively simple jobs to form a job with a wider range of tasks.

job hazard analysis technique Safety promotion technique that involves breaking down a job into basic elements, then rating each element for its potential for harm or injury.

job posting The process of communicating information about a job vacancy on company bulletin boards, in employee publications, on corporate intranets, and anywhere else the organization communicates with employees.

job rotation Enlarging jobs by moving employees among several different jobs.

job sharing A work option in which two part-time employees carry out the tasks associated with a single position.

job specification A list of the knowledge, skills, abilities, and other characteristics (KSAOs) that an job holder must have to perform a particular job

job structure The relative pay for different jobs within the organization.

job withdrawal A set of behaviours with which employees try to avoid the work situation physically, mentally, or emotionally.

knowledge workers Employees whose main contribution to the company is specialized knowledge such as knowledge of customers, a process, or a profession.

labour relations A field that emphasizes skills managers and union leaders can use to minimize costly forms of conflict (such as strikes) and seek win-win solutions to disagreements.

Labour Relations Board (LRB) A specialized tribunal with authority to interpret and enforce the labour laws in its jurisdiction.

leaderless group discussion An assessment centre exercise in which a team of five to seven employees is assigned a problem and must work together to solve it within a certain time period.

leading indicators Objective measures that accurately predict future labour demand.

learning culture An organizational commitment to ongoing learning, and the processes of sharing, support, communication, and understanding that move the organization forward.

learning management system (LMS) A technology platform that can be used to automate the administration, development, and delivery of all of a company's training programs.

learning organization An organization that supports life-long learning by enabling all employees to acquire and share knowledge.

lockout A closure of a place of employment or refusal of the employer to provide work as a way to compel employees to agree to certain demands or conditions.

long-term disability insurance Insurance that pays a percentage of a disabled employee's salary after an initial period and potentially for the rest of the employee's life.

management by objectives (MBO) A system in which people at each level of the organization set goals in a process that flows from top to bottom, so employees at all levels are contributing to the organization's overall goals; these goals become the standards for evaluating each employee's performance.

managing diversity and inclusion Creating an environment that allows all employees to contribute to organizational goals and experience personal growth.

mediation Conflict resolution procedure in which a mediator hears the views of both sides and facilitates the negotiation process but has no formal authority to impose a resolution.

mentor An experienced, productive senior employee who helps develop a less experienced employee (a protégé or mentee).

merit pay A system of linking pay increases to ratings on performance appraisals.

microlearning Small chunks of learning, less than 15 minutes in duration.

multinational company An organization that builds facilities in a number of different countries in an effort to minimize production and distribution costs.

multiple-hurdle model Process of arriving at a selection decision by eliminating some candidates at each stage of the selection process.

Myers-Briggs Type Indicator (MBTI) Psychological test that identifies individuals' preferences for source of energy, means of information gathering, way of decision making, and lifestyle, providing information for team building and leadership development.

National Occupational Classification (NOC) Tool created by the federal government to provide a standardized source of information about jobs in Canada's labour market.

needs assessment The process of evaluating the organization, individual employees, and employees' tasks to determine what kinds of training, if any, are necessary.

negligent hiring A situation where an employer may be found liable for harm an employee causes to others if references and background checks were not performed adequately at the time of hiring.

nepotism The practice of hiring relatives.

non-traditional employment Includes the use of independent contractors, freelancers, on-call workers, temporary workers, and contract company workers.

nondirective interview A selection interview in which the interviewer has great discretion in choosing questions to ask each candidate.

offshoring Moving operations from the country where a company is headquartered to a company where pay rates are lower but the necessary skills are available.

on-the-job training (OJT) Training methods in which a person with job experience and skill guides trainees in practising job skills at the workplace.

onboarding Process that focuses on transferring organizational, team, and role-specific knowledge to new employees.

organization analysis A process for determining the appropriateness of training by evaluating the characteristics of the organization.

organizational agility Ability of a firm to sense and respond to the environment by intentionally changing.

organizational behaviour modification (OBM) A plan for managing the behaviour of employees through a formal system of feedback and reinforcement.

orientation Training designed to prepare employees to perform their jobs effectively, learn about their organization, and establish work relationships.

outplacement counselling A service in which professionals try to help dismissed employees manage the transition from one job to another.

outsourcing The practice of having another company (a vendor, third-party provider, or consultant) provide services.

paired-comparison method Method of performance measurement that compares each employee with each other employee to establish rankings.

panel interview Selection interview in which several members of the organization meet to interview each candidate.

passive job seekers Individuals who are not actively seeking a job.

pay equity The concept of "equal pay for work of equal value."

pay grades Sets of jobs having similar worth or content, grouped together to establish rates of pay.

pay level The average amount (including wages, salaries, and incentives) the organization pays for a particular job.

pay policy line A graphed line showing the mathematical relationship between job evaluation points and pay rate.

pay range A set of possible pay rates defined by a minimum, maximum, and midpoint of pay for employees holding a particular job or a job within a particular pay grade or band.

pay structure The pay policy resulting from job structure and pay-level decisions.

people (human capital) analytics The use of quantitative tools and scientific methods to analyze data from human resource databases and other sources to make evidence-based decisions that support business goals.

performance improvement plan Summary of performance gaps and includes an action plan mutually agreed to by the employee and supervisor with specific dates to review progress.

performance management The process of ensuring that employees' activities and outputs match the organization's goals.

person analysis A process for determining individuals' needs and readiness for learning.

Personal Information Protection and Electronic Documents Act (PIPEDA) Sets the ground rules for how private-sector organizations collect, use, and disclose personal information in the course of for-profit commercial activities in Canada. It also applies to the personal information of employees of federally-regulated businesses

phased retirement A gradual transition into full retirement by reducing hours or job responsibility.

piecework rate Rate of pay for each unit produced.

position The set of duties (job) performed by a particular person.

Position Analysis Questionnaire (PAQ) A standardized job analysis questionnaire containing 194 questions about work behaviours, work conditions, and job characteristics that apply to a wide variety of jobs.

predictive validation Research that uses the test scores of all applicants and looks for a relationship between the scores and future performance of the applicants who were hired.

presentation methods Methods in which learners are passive recipients of information.

productivity The relationship between an organization's outputs (products, information, or services) and its inputs (e.g., people, facilities, equipment, data, and materials).

profit sharing Incentive pay in which payments are a percentage of the organization's profits and do not become part of the employees' base salary.

progressive discipline A formal discipline process in which the consequences become more serious if the employee repeats the offence.

promotion Assignment of an employee to a position with greater challenges, more responsibility, and more authority than in the previous job, usually accompanied by a pay increase.

protean career A career that frequently changes based on changes in the person's interests, abilities, and values and in the work environment.

Rand Formula A union security provision that makes payment of labour union dues mandatory even if the worker is not a member of the union.

readiness for learning A combination of employee characteristics and positive work environment that permit learning.

realistic job previews Background information about a job's positive and negative qualities.

recruiting Any activity carried on by the organization with the primary purpose of identifying and attracting potential employees.

recruitment The process through which the organization seeks applicants for potential employment.

referrals People who apply for a vacancy because someone in the organization prompted them to do so.

reliability The extent to which a measurement generates consistent results, i.e., is free from random error.

repatriation The process of preparing expatriates to return home from a foreign assignment.

sabbatical A leave of absence from an organization to renew or develop skills.

safety data sheets (SDSs) Detailed hazard information concerning a controlled (hazardous) product.

salary Rate of pay for each week, month, or year worked.

selection The process by which the organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals.

self-assessment The use of information by employees to determine their career interests, values, aptitudes, behavioural tendencies, and development needs.

self-service Providing employees with online access to, or apps that provide, information about HR issues such as training, benefits, compensation, and contracts; enrolling online in programs and services; and completing online surveys.

short-term disability insurance Insurance that pays a percentage of a disabled employee's salary as benefits to the employee for six months or less.

simple ranking Method of performance measurement that requires managers to rank employees in their group from the highest to the lowest performer.

simulation A training method that represents a real-life situation, with learners' decisions resulting in outcomes that mirror what would happen if they were on the job.

situational interview A structured interview in which the interviewer describes a situation likely to arise on the job, then asks the candidate what they would do in that situation.

social performance management Social media and micrologs similar to Facebook, LinkedIn, and Yammer that allow employees to quickly exchange information, talk to each other, provide coaching, and receive feedback and recognition.

social unionism A type of unionism that attempts to influence social and economic policies of government.

stakeholders The parties with an interest in the company's success (typically, shareholders, the community, customers, and employees).

standard hour plan An incentive plan that pays workers extra for work done in less than a preset "standard time."

stay interview A meeting with an employee to explore their thoughts and feelings about the job and to uncover issues in the effort to prevent that employee from becoming disgruntled.

stock options Rights to buy a certain number of shares of stock at a specified price.

strike A collective decision by union members not to work or to slow down until certain demands or conditions are met.

structured interview A selection interview that consists of a predetermined set of questions for the interviewer to ask.

succession planning The process of identifying and tracking high-potential employees who will be able to fill top management positions or other key positions when they become vacant.

sustainability An organization's ability to profit without depleting its resources, including employees, natural resources, and the support of the surrounding community.

talent management A systematic, planned effort to train, develop, and engage the performance of highly skilled employees and managers.

task analysis The process of identifying the tasks, knowledge, skills, and behaviours that training should emphasize.

team leader training Training in the skills necessary for effectively leading the organization's teams.

teamwork The assignment of work to groups of employees with various skills who interact to assemble a product or provide a service.

technic of operations review (TOR) Method of promoting safety by determining which specific element of a job led to a past accident.

third country A country that is neither the home country nor the host country of an employer.

total compensation All types of financial rewards and tangible benefits and services employees receive as part of their employment.

total rewards A comprehensive approach to compensating and rewarding employees.

training Planned effort by an organization to facilitate employees' learning of job-related knowledge, skills, and behaviours.

training A planned effort to enable employees to learn job-related knowledge, skills, and behaviours.

transaction processing Computations and calculations used to review and document HRM decisions and practices.

transfer Assignment of an employee to a position in a different area of the company, usually in a lateral move.

Transfer of learning On-the-job use of knowledge, skills, and behaviours learned in training.

transitional matrix A chart that lists job categories held in one period and shows the proportion of employees in each of those job categories in a future period.

transnational HRM system Type of HRM system that makes decisions from a global perspective, includes managers from many countries, and is based on ideas contributed by people representing a variety of cultures.

trend analysis Constructing and applying statistical models that predict labour demand for the next year, given relatively objective statistics from the previous year.

unconscious bias A judgment outside our consciousness that affects decisions based on background, culture, and personal experience.

unfair labour practices Prohibited conduct of an employer, union, or individual under the relevant labour legislation.

union local The basic unit of union organization consisting of the unionized workers from a particular department, location, industry, or sector that are covered by a specific collective agreement.

union shop A union security arrangement that requires employees to join the union within a certain amount of time after beginning employment.

union steward An employee elected by union members to represent them in ensuring that the terms of the collective agreement are enforced.

unions Organizations formed for the purpose of representing their members' interests in dealing with employers.

utility The extent to which the selection method provides economic value greater than its cost.

validity The extent to which performance on a measure (such as a test score) is related to what the measure is designed to assess (such as job performance).

virtual expatriates Employees who manage an operation abroad without permanently locating in the country.

virtual reality A computer-based technology that provides an interactive three-dimensional (3D) learning experience.

virtual teams Teams that are separated by time, geographic distance, culture, and/or organizational boundaries and that rely almost exclusively on technology to interact and complete their projects.

voluntary turnover Turnover initiated by employees (often when the organization would prefer to keep them).

work flow design The process of analyzing the tasks necessary for the production of a product or service.

Workers' Compensation Acts Provincial programs that provide benefits to workers who suffer work-related injuries or illnesses.

workforce planning Identifying the numbers and types of employees the organization will require to meet its objectives.

workforce utilization review A comparison of the proportion of employees in protected groups with the proportion that each group represents in the relevant labour market.

yield ratios A ratio that expresses the percentage of applicants who successfully move from one stage of the recruitment and selection process to the next.

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