

Chapter 9 compensation

Interchange fees	Pay your bills through the wallet
Compensation management	- cash and non-cash rewards in exchange for their work. Direct: wages, variable pay: bonuses, commissions, stocks
Total compensation/rewards	ALL forms of pay. Direct financial payments (tangible returns), Indirect financial payments (benefits)
Objectives of compensation	Internal Equity - pay related to relative worth of jobs. External equity - paying workers relative to market

Chapter 9 compensation (cont)

Determining direct compensation	Phase 1: compensation philosophy (lead, match, lag) Phase 2: job analysis (job description, job specification, performance standards), Phase 3: pricing jobs (job evaluation, market pricing, skill based), phase 4: matching employees to pay
pricing jobs: job evaluation methods	systematic procedures to determine the relative worth or value of jobs (internal equity)
Skill Based pay	depth (gaining greater expertise in existing skills), breadth (increases in the employees range of skills), self management (gaining higher level management-type skills)

Chapter 9 compensation (cont)

Fredrick herzberg - motivation/hygiene	motivator: meets intrinsic, higher level needs to be challenged and recognized. Hygiene: working conditions etc. enough to keep me from being dissatisfied
motivation: expectancy theory	expectancy (will my effort lead to high performance) x instrumentality (will performance lead to outcomes) x valence (do i find the outcomes desirable)

Chapter 10 employee benefits

Total rewards	direct financial payments (pay), Indirect financial payments (benefits)
role of benefits: society	reduce social problems, assistance for independent wage earners, deduction, financial security against illness, disability, retirement

Chapter 10 employee benefits (cont)

role of benefits: employer	EVP, reduce fatigue, support productivity, discourage labour unrest, satisfy employees, lower OT
roles of benefits: employee	less expense and more options, lower taxes, primary objective - get benefits
categories of benefits	government-mandated (legally required), voluntary: retirement, employee services, health
Voluntary retirement benefits	defined contribution plan - benefits depend on the amount employees contribute to the plan, group registered retirement savings plan (RRSP)- employees contribute directly from pay which is matched by the employer, deferred profit sharing plan (DPSP) - certain amount of company profits are credits to employees account



Chapter 11 employee relations		Chapter 11 employee relations (cont)		Chapter 11 employee relations (cont)		Chapter 11 employee relations (cont)	
Employee relations is impacted by..	how human resource planning, placement, training and development, evaluation & compensation is handled	Employee engagement - org justice	distributive: how rewards/costs shared by group, procedural: fairness of processes to make decisions, interactional: degree to which people are treated with dignity, respect and emotional support, informational: is the information used for decision making being shared fairly	culpable	disobedience, dishonesty, insubordination, or misconduct. Insubordination is difficult to prove. Direct disregard to authority, refusal obey instructions, disrespect	wallce effect	resulted in the awarding of extended periods of notice in a number of wrongful dismissal cases where the employer acted in a callous manner
impacted by...	policies on workplace and sexual harassment conflict resolution procedures, and employee involvement programs			culpable: progressive discipline	severity depends on the type of offence and the number of times offence has occurred	wallace effect	in the Honda Canada v Keats decision, addressed bad faith damages and restricted use of punitive damages
five key dimensions of employee relations	employee involvement, employee communication, employee counselling, employee discipline, employee rights	preventative discipline	action taken to encourage acceptable behaviour	constructive dismissal	major change in the employment terms - significant change in job function, demotion, demand for an employees resignation, forced transfer	Employee assistance program (EAP)	comprehensive company program intended to help employees to overcome personal and work related problems. Online communications are increasingly being used to supplement EAP structures
		non culpable	management is required to prove sub-par performance, provide feedback, and opportunities to correct behaviours	the Wallace effect	decision of the Supreme Court in Wallace v united grain growers		



Chapter 12 health safety		Chapter 12 health safety (cont)		Chapter 12 health safety (cont)	
Assumption of risk	legal expression used by the courts, workers accepted customary risks, workers were to protect themselves from special hazards, scars were accepted as badges of honour	principal of joint responsibility	workers and employers must maintain a hazard free workplace	hazardous products act	protects consumers regulates sale of dangerous products
health hazards	physical agents (exposure to physical elements), biological agents (exposure to natural organisms), ergonomic related (caused by the work environment)	employer responsibilities	"due diligence" - taking every reasonable precaution	workplace hazardous material info system (WHMIS)	requires that employers provide training to enable employees to understand and recognize hazards, now includes hazardous products act
careless worker	early approach to safety in the workplace which assumed accidents were due to workers carelessness	federal and provincial safety regulations	the right to know about hazards in the workplace, the right to participate in correcting hazards, the right to refuse dangerous work	mental health	causes the Canadian economy about \$50 billion a year
shared responsibility	a newer approach to workplace safety that relies on the cooperation of the employer and employees	employee responsibilities	take reasonable care, wear protective clothing, report breach of regulations		
		employee rights	know about workplace hazards, participate in the OH&S process, refuse work if they have "reasonable cause" to believe it is dangerous		

