

## ■ Index

- AASB 1046 Director and Executive Disclosures by Disclosing Entities, 355
- action planning, 151–2
- Adams, John Stacey, 47
- affective commitment
  - links to work attitudes and behaviour, 37
  - nature of, 34
- agency theory, 244, 337–8
- alternation method, 107–8
- American Express, ‘Reward and Recognition’ scheme, 282
- annual leave, 226
- assessment centres, 133–4
- assessment verification, 105
- ASX Corporate Governance Principles and Recommendations, 354
- attitudes
  - determinants of, 37–8
  - and personality traits, 38
  - relationships to behaviour, 35–8
- attribution errors, 103–4
- Australian National Credit Union (ANCU) merchandise plan, 284–5
- balanced psychological contracts, 45
- balanced scorecard
  - adoption by major firms, 92–3
  - benefits, 92
  - phases of value creation, 90
  - shortcomings, 93–4
  - theoretical foundations, 89–91
- base pay, 14, 15
  - competency-based pay, 164
  - drawbacks, 163
  - job-based, 164
  - nature and logic of, 162–3
  - options, 166
  - person-based, 164
  - skill-based pay, 164
  - strategic alignment considerations, 176–8
  - structures, 171–6
- Bebchuk, Lucien, 358–9
- Bedaux, Charles, 273
- ‘Bedaux Point’ system, 273
- behaviour, relationships to attitudes, 35–8
- behaviour event interviewing (BEI), 130–2
- behavioural assessment
  - assessment verification, 105
  - definition and nature of, 96–7
  - intentional/classification errors, 102, 104–5
  - managing unreliability, 102–5
  - unintentional errors, 102–4
- behavioural assessment measures, assessing, 123–4
- behavioural assessment methods
  - alternation method, 107–8
  - behavioural observation scales, 116–17
  - behaviourally anchored rating scales, 114–16
  - categories, 105–6
  - comparative methods, 105–6, 124
  - critical incident method, 111–12
  - forced choice, 119–20
  - forced ranking/distribution, 108–11
  - graphic rating scales, 112–14
  - historical development, 105
  - mixed standards scales, 113
  - paired comparison, 108
  - rating methods, 106, 124
  - straight ranking, 106–7
  - weighted checklist, 118–19
- behavioural information sources
  - 360-degree assessment, 100, 101
  - assessment by subordinates, 98–9
  - external customers or clients, 99–100
  - multisource assessment, 97, 100–2
  - peer assessment, 98
  - self-assessment, 99, 104
  - supervisory assessment, 97
- behavioural observation scales (BOS), 116–7, 134–5
- behavioural rating instruments, common flaws, 120–3
- behaviourally anchored rating scales (BARS), 114–16, 134–5
- below-the-waterline’ competencies, 129
- benefits *see employee benefits*
- best fit approach, 60
- ‘best practice’ approach, 53, 54–6
- best practice benchmarking, 56
- ‘best practice’ people management, 54
- Black-Scholes option pricing formula, 349–50
- bonuses, and gender pay inequity, 236, 237
- broad bands pay structure, 175–6, 210, 211–12
- broad-grades pay structure, 174–5, 177–8
- Buller, P., 65, 66–7
- Burns, T., 67–8
- Burns and Stalker’s organisational structure typology, 67–8
- business life-cycle stages, 58
- career bands, 175–6
- cash recognition plans, 282–3

- central tendency errors, 105
- childcare benefits, 227
- classification errors, 104–5
  - in behavioural assessment, 102
- CLERP 9, 354–5
- coaching
  - forms, 157
  - nature of, 155–6
  - outcomes, 157–8
  - selection of coaches, 156–7
- cognitive evaluation theory of work
  - motivation, 251
- collective incentives
  - rationale for, 291–2
  - strategic alignment for long-term incentives, 333–4
  - strategic alignment for short-term incentives, 317–8
  - types, 78–9
- commissions *see sales commissions*
- compa-ratio indices, 256–7
- compa-ratio targets, 257–8
- Company Law Review Act 1998* (Cth), 353
- compensation, 14
- competencies, distinguished from skills, 164–5
- competency analysis, modelling and validation, 129–3
- competency assessment, 133–5, 212
- competency assessment centres, 133–4
- competency-based base pay systems, 170–1
  - advantages and shortcomings, 169
  - competency analysis, 210–11
  - competency assessment, 212
  - configuring competency bands, 211–12
  - nature of, 164
  - pricing competency zones, 211–12
  - steps for developing, 210
  - structure, 210
- competency-based performance
  - management
  - advantages, 135–6
  - 'best fit', 138
  - 'competencies' construct, 125–9
  - individual focus, 124–5
  - shortcomings, 136–8, 137
- competency menus, 132
- competency models, 129
- competency rating instruments, 134–5, 211
- competency-related base pay systems
  - competency analysis, 210–11
  - positioning employees in bands and zones, 212–16
  - steps for developing, 210
  - structure, 210
- competency zones, 211
- competitive strategy, 65–7
- conscientiousness, 38
- construct validity, and performance measurement, 10
- content validity, and performance measurement, 10
- contingency model, 57–8
- continuance commitment, 34–5
- core competencies, 129
- corporate governance, and executive remuneration, 336–7
- Corporate Law Economic Reform Program (Audit Reform and Corporate Disclosure) Act 2004* (Cth), 354–5
- Corporations Act 2001* (Cth), 354
- Corporations Amendment (Improving Accountability on Director and Executive Remuneration) Act 2011* (Cth), 355
- cost-effectiveness, of performance measurement, 11
- cost-of-living adjustments, 240
- criterion-related validity, and performance measurement, 10
- critical incident method, 111–2
- current distribution profit-sharing schemes, 293
- customer-based assessment, 99–100
- deferred payment profit-sharing plans, 293
- defined benefit plans, 223
- defined contribution plans, 223–4
- Deming, W. Edwards, 5
- developmental rewards, 13
- differential piece rate system, 270
- differentiating competencies, 125, 129, 130
- direct benefits, 15
- disability insurance, 225
- discretionary bonuses, 282–3, 342–3
- distributive justice, 47–52, 246–7
- Dodd-Frank Act (US), 353
- Drucker, Peter, 31, 83, 84
- drug and alcohol testing, 231
- due process, 47
- earned time off, 284
- elder care benefits, 227
- eligibility, 294
- Emerson, Harrington, 273
- Emerson 'Efficiency' Plan, 273
- Emery, Fred, 25
- emotional intelligence (EI), 127
- employee assistance programs, 230–1
- employee benefits
  - bonuses and gender pay inequity, 236, 237
  - disability insurance, 225

## INDEX

- employee benefits (*cont.*)
  - employee assistance programs, 230–1
  - fixed benefits, 231–2
  - flexible benefit plans, 232–3
  - flexible work-time arrangements, 229
  - growth in, 220–1
  - health care insurance, 224–5
  - leave and carer benefits, 225–7
  - legal compliance, 220
  - life insurance, 225
  - miscellaneous ‘fringe’ financial benefits, 228
  - nature of, 218–19
  - non-financial benefits, 228–9
  - payment for time not worked, 225–6
  - plan design, 233–4
  - purposes, 219–20
  - retirement or superannuation plans, 221–4
  - types of benefit packages, 231
  - wellness programs, 230
  - workers compensation, 225
- employee development, 8
- employee evaluation, 8
- employee rewards *see reward management systems; rewards*
- employee risk, and performance-related pay, 247
- employee share ownership
  - extrinsic satisfaction model, 324
  - overview, 320–1
  - share grants, 326–8
  - share option plans, 330–3
  - share purchase plans, 328–30
  - and strategic alignment, 333–4
  - types of share plans, 326
- employee share plans
  - benefits for employees, 322–3
  - benefits for organisations, 321
  - employee attitudes and organisational performance, 324–6
  - instrumental satisfaction model, 324
  - intrinsic satisfaction model, 324
- equity theory, 29, 47–50, 243, 246
- ethical conduct
  - and goal-setting, 88
  - and results-based metrics, 83
- EVA® (economic value added) bonuses, 343
- executive incentives
  - board expectations, 362–3
  - effective management of, 361–4
  - executive expectations, 363
  - external regulation and mandatory reporting, 352–6
  - external shareholders’ expectations, 364
  - firm’s performance and managerial power, 356
- long-term equity-based incentive plans, 344
  - main components, 339
  - and managerial power, 358–61
  - mandatory share purchase plans, 345
  - non-executive employees’ expectations, 363–4
  - pay performance sensitivity, 356–8
  - performance shares and zero exercise price options, 350
  - restricted share plans, 344–5
  - share option plans, 345–50
  - share rights or warrant plans, 350
  - share surrogates, 350–2
  - shareholders’ expectations, 361–2
  - short-term cash incentive plans, 342–4
  - stakeholder expectations, 361–4
  - trends, 340–2
- executive motivation, behaviour and reward, theoretical perspectives, 337–9
- executive remuneration, and corporate governance, 336–7
- executive share options plans, 345–50
- expectancy theory, 28–30, 34, 244
- expert panels, 132
- extrinsic rewards, 13
- extrinsic satisfaction model of employee ownership, 324
- fair pay perceptions of employees, 50–1
- Fair Work Act 2009 (Cth)*, 220
- Fein, Mitchell, 301
- felt-fairness, performance management systems, 11
- financial results, 79
- financial rewards
  - and non-financial rewards, 13–14
  - types, 13
- see also* remuneration
- first impression errors, 103
- five-factor model (personality traits), 38
- fixed benefit plans, 231–2
- flexible benefit packages, 232–3
- flexible work-time arrangements, 229, 284
- focus groups, 132
- forced choice method, 119–20
- forced ranking/distribution, 108–11
- Fox, S., 69–70
- Fried, Jesse, 358–9
- ‘fringe’ financial benefits, 227
- gainsharing
  - choice, design and implementation of plans, 306–8
  - defining features, 298–9
  - distribution options, 306–7
  - and employee involvement, 307–8

- Improshare Plan, 301–2
- incentive effectiveness, 305–6
- main categories, 299
- and management attitudes, 307
- multiprofessional schemes, 299, 304–5
- nature of, 292
- performance benchmarks, 306
- performance criteria, 306
- Rucker Plan, 300–1
- Scanlon Gainshare Plan, 299–300
- size of bonus payout, 307
- and strategic alignment, 318
- traditional, single-factor schemes, 299–304
- and union attitudes, 308
- use by school teachers, 308
- use in health sector, 308–9
- and workgroup compatibility, 306
- Gantt, H. L., 272
- gender pay inequity, 236, 237, 196–7, 248, 392–3
- ‘glass ceiling’, 103
- goal-based individual bonuses

  - advantages, 277–8
  - flat or sliding scales, 276–7
  - and KPIs, 277
  - nature of, 269, 276
  - shortcomings, 278

- goal-setting

  - benefits, 86
  - shortcomings, 87–9
  - as ‘SMART’ practice, 85–6

- goal-setting instruments, 85–6, 87
- goal-setting process, 82
- goal-setting theory, 30–2, 84–5, 244
- goal-sharing

  - advantages and disadvantages, 311
  - multiprofessional plan for business unit, 310
  - multiple plans within organisations, 310–11
  - nature of, 292, 309
  - and strategic alignment, 318

- graphic rating scales, 112–14, 134
- Guest, D., 55
- Guest’s extended model of psychological contract, 41–3
- ‘halo effect’, 102
- halo and horns errors, 102–3
- Halsey, F. A., 271–2
- ‘hard’ skills or competencies, 125
- harshness errors, 105
- Harvard School ‘best practice’ model, 54, 90
- Hay, Donald, 280
- Hay Group guide chart profile method, 190–4
- health care insurance, 224–5
- Herzberg’s two-factor theory, 23–5, 26, 34, 287
- hierarchy of needs theory, 22–3
- high-commitment/involvement management, 54–5
- high-involvement organic prospectors, 72
- high-involvement organic quality defenders, 72–3
- high-involvement organisational culture, 70
- high performance management

  - competencies, 126

- high-trust organisational culture, 69–70
- Homan’s distributive justice theory, 49
- ‘horns effect’, 103
- human capital, 35
- human capital resources, VRIO requirements, 58–9
- human resource management

  - prescriptive models, 54
  - see also* strategic human resource management

- hybrid pension plans, 224
- ‘iceberg’ model of competency levels, 126–7
- Improshare Plan, 301–2
- individual performance related reward schemes, 264
- individual recognition plans

  - best fit, 288–9
  - cash recognition plans, 282–3
  - logic of, 280–2
  - main dimension, 281
  - non-cash recognition, 283–8

- informal feedback, 142
- innovation, 79
- instrumental satisfaction model of employee ownership, 324
- intentional errors, 104–5

  - in behavioural assessment, 102

- interactional justice, 46
- intrinsic rewards, 13
- intrinsic satisfaction model of employee ownership, 324
- Jackson, Susan, 57–8, 65, 66
- job-based base pay *see position-based base pay*
- job characteristics model, 25, 26
- job classification, 186–7
- job evaluation

  - and gender-related pay discrimination, 196–7
  - nature and purpose, 185
  - steps in, 185

- job evaluation methods

  - factor comparison, 187–8
  - forms, 186

## INDEX

- job evaluation methods (*cont.*)
  - job grading or classification, 186–7
  - job ranking, 186
  - qualitative methods, 186
  - quantitative methods, 187
  - see also* points-factor job evaluation
- job families, 174–5
- job grades, 172–3
- job grading, 186–7
- job ranking, 186
- job satisfaction
  - and membership behaviour, 36
  - nature of, 33–4
  - and organisational citizenship behaviour, 36–7
- job skills, 164–5
- ‘John Wayne factor’, 266
- Kaplan, Robert, 89
- key performance indicators (KPIs), 81
- key result areas (KRAs), 80–1
- knowledge, skills and abilities (KSAs), 165
- Kohn, Alfie, 251
- KPIs (key performance indicators), 81
- KRAs (key result areas), 80–1
- Latham, Gary, 30
- Lawler, E. E., 28
- leave-related benefits, 225–6
- Lei, D., 65, 66–7
- leniency errors, 104
- life insurance, 225
- lifelong learning, 168
- Locke, Edwin, 30
- long-service leave, 226
- long-term equity-based incentive plans, 344
- long-term incentive plans, types and hurdles, 348
- low-trust organisational culture, 69
- McAdams, Jerry, 283, 287
- McDonald’s symbolic recognition plan, 285
- McGregor’s theory Y/theory X dichotomy, 54, 69
- management by objectives (MOB), 31, 82, 84
- managerial power theory, 338–9, 358–61
- managers, and negative feedback, 150
- mandatory share purchase plans, 345
- market surveys to determine pay rates
  - advantages, 184
  - incidence of use, 184
  - nature of, 180
  - shortcomings, 184–5
  - steps, 180–4
- Maslow’s hierarchy of needs, 22–3, 26, 287
- maternity leave, 226
- mechanistic organisational structures, 68, 92
- membership behaviour
  - and job satisfaction, 36
  - nature and importance, 19
- mentoring
  - advantages and disadvantages, 154–5
  - nature of, 153
  - outcomes, 155
  - role of mentor, 153–4
- merchandise-based reward plans, 284–5
- merit bonuses, nature of, 254, 263–4
- merit grid/guide chart/matrix, 256–60
- merit increments
  - advantages, 260
  - annuity problem, 261
  - budget allocation for, 261–2
  - conflation with base pay, 260–1
  - differentiation between high and low performers, 262
  - and individual performance assessment, 260
  - linking with assessed performance, 254
  - merit grid approach, 256–60
  - nature of, 254
  - shortcomings, 260–3
  - straight increments, 254–5
- merit pay
  - best fit, 268
  - effectiveness of, 264–6
  - forms, 254
  - in public sector, 266–8
  - merit pay curves, 259
  - merit raises *see* merit increments
  - Michigan School, 57
  - Miles, Raymond, 65, 66
  - Miles and Snow competitive strategy typology, 66, 67
  - mixed standards scales, 113
  - motivation
    - content theories, 22–7
    - contingency-type approach, 33
    - elements, 21
    - expectancy theory, 28–30, 34
    - goal-setting theory, 30–2
    - job characteristics model, 25, 26
    - KITA view, 28
    - Maslow’s hierarchy of needs, 22–3, 26
    - process theories, 27–32
    - reinforcement theory, 27–8
    - relationship to task behaviour, 36
    - and salience of needs, 26–7
    - sources, 18
    - theories of, 22
    - two-factor theory, 23–5, 26, 34
  - motivation management, theoretically informed practice, 32–8
  - multiskilling, 167

- multisource assessment, 97, 100–2  
 ‘mystery-shopper’ technique, 100
- narrow-graded base pay structures  
 developing, 197–200  
 nature of, 172–3, 177
- negative feedback  
 art of providing, 149–51  
 and employees, 150  
 and managers, 149  
 tactics for delivering, 150–1
- Nelson, Bob, 283
- non-cash recognition plans  
 actions or achievements rewarded, 286  
 arguments for, 283–4  
 basic forms, 284  
 criticisms of, 288  
 popularity of, 286
- non-financial benefits, 228–9
- non-financial rewards, 13–14, 286
- non-sequential skill sets, 206–7
- non-specific feedback, 150
- normative commitment, 35
- Norton, David, 89
- Organ, Dennis, 20
- organic organisational structures, 68
- organisation size, and performance-related pay, 249
- organisational citizenship behaviour  
 and job satisfaction, 36–7  
 measurement, 96  
 nature of, 20–1
- organisational commitment, 34
- organisational culture, 69–70
- organisational justice perceptions  
 dimensions, 46  
 distributive justice, 47–52  
 fair pay perceptions of employees, 50–1
- interactional justice, 46  
 procedural justice, 46–7, 51–2  
 significance of, 45–6
- organisational size, 67
- organisational structure, 67–9
- paired comparison, 108
- parallel teams, 313, 315
- Pavlov, Ivan, 27
- pay for contribution, 171
- pay scales/spines, 172, 177
- payment for time not worked, 225–6
- peer assessment, 98
- performance  
 definition, 3–4  
 dimensions, 4–5  
 nature of, 96  
 person–situation interactionist model, 38
- performance appraisal, 5–6, 8
- performance competencies, commonly applies, 128
- performance development  
 action planning, 151–2  
 coaching, 155–8  
 mentoring, 153–5
- performance indices, and compa-ratio targets, 257–8
- performance management, purposes, 5–9
- performance management cycle, 6
- performance management systems  
 felt-fairness, 11  
 ideal outcomes, 9–12  
 and motivation management, 33  
 objectives, 7–8  
 relationship between developmental and evaluative objectives, 8–9
- performance measurement  
 cost-effectiveness, 11  
 reliability, 10–11  
 validity, 10  
*see also* results-based performance measures
- performance pay, 15
- performance-related pay  
 criticisms of, 251–2  
 and distributive justice, 246–7  
 and employee pay preferences, 246  
 and employee risk, 247  
 fairness, 246–8  
 and firm size, 249  
 fit with jobs, 250  
 funding for, 249–50  
 and gender pay inequity, 248  
 incentive perspective, 245  
 nature of, 240  
 obstacles to effectiveness, 249–50  
 and organisational objectives, 244  
 and performance rating system, 250  
 and procedural injustice, 247–8  
 and product market conditions, 249  
 requirements for success, 252  
 sorting perspective, 244–5  
 theories, 243–4  
 types, 241–3
- performance review meetings  
 assessee preparation, 143  
 content, 144–5  
 nature of, 141–2  
 ‘problem-solving’ approach, 147–9  
 reviewer preparation, 142–3  
 styles, 145–9  
 ‘tell and listen’ approach, 147  
 ‘tell and sell’ approach, 146  
 timing, 143–4

## INDEX

- performance reviews
  - action planning and performance development, 151–2
  - analysing underperformance, 140–1
  - gender discrimination, 248
  - providing negative feedback, 149–51
- performance and reward management
  - basic model for strategic practice, 64–70
  - ‘best practice’ approach, 53–6
  - contemporary challenges, 368–9
  - strategic alignment approach, 57–9, 369
  - strategic dimension, 53–4
  - see also* strategic performance and reward management
- performance and reward strategy statements, 373
- performance shares and zero exercise price options, 350
- person-based base pay, 164, 171
- person–situation interactionist model of job performance, 38
- personal competencies, 165
- personal skills, 164–5
- personality traits, and attitudes, 38
- Pfeffer-digm, 55
- piece rate payment systems, 163, 269
  - differential piece rate system, 270
  - ‘scientific’ piece rates, 270–1
  - standard piece rates, 269–70
- points-factor job evaluation
  - advantages, 194
  - Hay Group guide chart profile method, 190–4
  - instruments, 188
  - nature and purpose, 188
  - policy-capturing approach, 188–90
  - shortcomings, 194–6
- policy-capturing points-factor approach, 188–90
- Porter, Michael, 29–30, 65–6
- Porter and Lawler’s extended expectancy theory, 29–30
- Porter’s competitive strategy typology, 65–7
- position-based base pay
  - advantages and shortcomings, 166–7
  - incidence of, 170
  - nature of, 164
- position-based base pay system, market surveys, 180
- ‘premium bonus’ system, 271–2
- preventative health programs, 230
- ‘problem-solving’ approach, 147–9
- procedural injustice, and performance related pay, 247–8
- procedural justice, 46–7, 51–2
- process teams, 312, 315
- process theories of motivation, 27–32
- product market conditions, and payment structures, 249
- product or service quality, 78
- profit-sharing
  - advantages, 294–5, 297
  - bonus pool, 293–4
  - combination plans, 293
  - current distribution schemes, 293
  - deferred payment plans, 293
  - distribution options, 294
  - drawbacks, 296–7
  - and individual pay for performance schemes, 297–8
  - nature of, 292–3
  - and strategic alignment, 317
  - types of plans, 293
- project teams, 313, 316
- psychological contracts
  - breach or violation, 40–1
  - Guest’s extended model, 41–3
  - inputs, content and consequences, 41–2
  - management-espoused, 43–5
  - nature of, 18, 39–40, 372
  - relationship to behaviours and attitudes, 40–1
- public sector, merit pay, 266–8
- quality, 78–9
- recency errors, 103
- recognition awards *see individual recognition plans*
- reinforcement theory, 27–8, 243, 287
- relational psychological contracts, 44
- relationship-building, 7
- reliability, of performance measurement, 10–11
- remuneration
  - categories, 14–15
  - definition, 14
- restricted share plans, 344–5
- results
  - ‘hard’ outcome, 78–9
  - outcome categories, 78
- results-based bonuses, executive incentives, 343–4
- results-based individual incentives
  - nature of, 269
  - ‘scientific’ piece rates, 270–1
  - standard piece rates, 269–70
  - task-and-time bonus plans, 271–4
- results-based performance management techniques
  - balanced scorecard, 89–94
  - goal-setting, 82, 84–9
- results-based performance measures
  - design considerations, 79–80, 84

- effectiveness requirements, 83–4
- goal-setting, 82
- key performance indicators (KPIs), 81
- key result areas (KRAs), 80–1
- promises and perils, 82–4
- retirement plans, 221–4
- reward management systems
  - and motivation management, 33
  - objectives, 16–17
- rewards
  - definition, 12
  - types, 12–14
- role competencies, 128–9
- Rousseau, Denise, 39, 43, 45
- Rucker, Alan, 300
- Rucker Plan, 300–1
- salaried employment, 15
- sales commissions, 163, 269, 274–6
- sandwiching, 151
- Sarbanes-Oxley Act (US), 353
- Scanlon, Joseph, 299
- Scanlon Gainshare Plan, 299–300
- Schuler, Randall, 57–8, 65, 66
- Schuler and Jackson's competitive strategy typology, 66
- Schuler and Jackson's contingency model, 57–8
- 'scientific' piece rates, 270–1
- self-assessment, 99, 104
- self-evaluation, 143
- self-serving bias, 99, 104
- seniority-based pay, 167, 171, 240
- sequential skill sets, 205–6
- severance pay, 227–8
- share grants, 326–8
- share option plans, 345–50
- share purchase plans, 328–30
- share rights or warrant plans, 350
- share surrogates, 350–2
- shareholder value creation, 89
- short-term cash incentive plans, 342–4
- similarity errors, 103
- skill-based pay systems
  - advantages, 167–8
  - assessment, accreditation and reward, 209–10
  - conducting skills analysis of jobs, 203–4
  - configuring skills sets, 204–7
  - determining coverage, 202
  - incidence of, 170, 171
  - nature of, 164, 202
  - pricing skills and skill sets, 208
  - shortcomings, 168–9
  - steps in developing, 202
  - training opportunities, 207–8
- skill sets
  - configuring, 204–7
  - non-sequential systems, 206–7
  - pricing, 208
  - sequential systems, 205–6
  - skill points accrual model, 207
- skills, distinguished from competencies, 164–5, 165
- Skinner, B. F., 27
- Slocum, J., 65, 66–7
- 'SMART' goals, 85
- Snow, Charles, 65, 66
- social reinforcers, 284
- social rewards, 13
- 'soft' skills or competencies, 125
- specific feedback, 150
- stakeholder attitudes and reactions, 79
- Stalker, G. M., 67–8
- standard piece rates, 269–70
- start-up teams, 316
- straight increments, 254–5
- straight ranking, 106–7
- strategic alignment
  - basic strategic requirements, 370–4
  - and competitive strategy, 65–7
  - elements of 'best fit', 64–5
  - framework for performance and reward system development, 370
  - and human resource practices, 53, 60, 61, 62–4
  - main elements, 369
  - managing misalignment and change, 73–4
  - and organisational culture, 69–70
  - and organisational structure, 67–9
  - structure–strategy–culture configurations, 70
  - theoretical foundations, 57–9
- strategic analysis, 61
- strategic choice theory, 57
- strategic communication, 7
- strategic human resource management
  - balancing and internal fit, 59–63
  - best fit approach, 60, 61–4
  - contingency model, 57–8
  - resource-based model, 58–9
- strategic performance and reward
  - management
    - aligned performance practice, 379–80
    - aligned reward practices, 381–4
    - aligning strategy, structure, culture and practice, 386
    - basic requirements, 370–4
    - evaluation of recommendations, 386–8
    - forecasting costs and benefits, 388–9
    - framework for system development, 370
    - implementation of new practices, 390

## INDEX

- strategic performance and reward (*cont.*)  
  performance management approaches, 380–1  
  piloting and planning implementation, 372  
  remuneration level determination, 385–6  
  reviewing current practice, 374–8  
strategic performance and reward practice,  
  basic model, 64–70  
subordinates, assessment by, 98–9  
superannuation plans, 221–4  
supervisory assessment, 97  
symbolic recognition plans, 284, 285
- task behaviour  
  definition, 19–20  
  and motivation, 21, 36  
'task bonus' system, 272  
task motivation *see* motivation  
task-and-time bonus plans, 269, 271–4  
Tavistock Institute, 25  
Taylor, Frederick Winslow, 270  
team incentives  
  advantages, 316  
  choice of, 313–14  
  design and implementation of plans, 313–16  
  drawbacks, 316–17  
  matching to team types, 315–16  
  nature of, 292, 311–12  
  performance criteria and measures, 314  
  reward distribution options, 314–15  
  and strategic alignment, 318  
team structure, dimensions, 312  
team types, 312–13  
teamworking, 311  
'tell and listen' approach, 147  
'tell and sell' approach, 146  
Thorndike, E. L., 27, 287
- threshold competencies, 129  
timeliness, 79  
total reward management, 12–14, 218  
'totem pole' approach to behaviour  
  assessment, 108  
tournament theory, 337  
traditional management culture, 70  
traditional mechanistic cost defenders, 72  
transactional psychological contracts, 45  
transitional psychological contracts, 45  
trauma counselling, 231  
travel, as non-cash reward, 284  
'triple bottom-line' approach, 89  
two-factor theory of job satisfaction, 23–5,  
  26, 34
- underperformance, analysing, 140–1  
unintentional errors, in behavioural  
  assessment, 102–4  
upward appraisal, 98–9
- validity, of performance construct and  
  measures, 9–10  
Vroom's expectancy theory, 28–9, 34
- waged remuneration, 15  
Walton, R., 69  
weighted checklist method, 118–19  
Welch, Jack, 108  
wellness programs, 230  
women, pay inequity, 236, 237, 196–7, 248,  
  392–3  
work attitudes, 21  
work behaviour  
  assessment of, 96–7  
  categories, 18–21  
work motivation *see* motivation  
workers compensation, 225