

Chapter 2
Office Management
Key Terms

1.	Central tendency	C
2.	Civil Rights Act of 1964	L
3.	Employment tests	G
4.	Equal Pay Act	N
5.	Forced distribution	A
6.	Halo/horn effect	I
7.	Job description	P
8.	Job specification	E
9.	Leniency	J
10.	Performance standards	B
11.	Recency effect	K
12.	Recruitment	F
13.	Reference checks	D
14.	Reliability	M
15.	Ripple effect	H
16.	Validity	O

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- A. Requires rater to compare the performance of all workers and place them in categories using a system, such as a bell-shaped curve, from highest to lowest. The rater is expected to have specific percentages of employees in each category. **(5) Forced distribution**
- B. Written statements of conditions and/or results desired when the job is performed satisfactorily. **(10) Performance standards**
- C. A practice where the supervisor rates most employees similarly, as performing above-average or average. There may be few documented differences in employees' performance. **(1) Central tendency**
- D. A selected list of references for the interviewer to contact for information verifying education, work experience, and/or personal characteristics or traits. **(13) Reference checks**
- E. A document that outlines the education, experience, training, and personal attributes that are required for successful performance in a specific job. **(8) Job specification**
- F. The process of locating, identifying, and attracting qualified applicants to fill positions within an organization. **(12) Recruitment**
- G. An evaluative instrument or informational device used to make an employment decision may be considered an employment test. **(3) Employment tests**
- H. One internal promotion leading to a series of vacancies and promotions throughout the organization. **(15) Ripple effect**
- I. When appraisers base their ratings on personal characteristics rather than on activities or job-related tasks performed by the employee. Overall performance results become distorted when the "positive rating" or the "negative rating" is applied. **(6) Halo/horn effect**
- J. Employee ratings may be repeatedly grouped at the high end of the evaluation scale with little dispersion across the scale. The supervisor rates everyone well, wanting all employees to be happy and to get comparable pay raises. **(9) Leniency**
- K. Employee evaluations are based on work performed during the weeks or months immediately preceding the appraisals rather than over the entire period. **(11) Recency effect**
- L. Prohibits employers with 15 or more employees from implementing personnel practices that discriminate on the basis of race, color, gender, national origin, or religion. **(2) Civil Rights Act of 1964.**

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- M. Indicates that a test measures the same skill consistently. **(14) Reliability**
- N. An amendment to the Fair Labor Standards Act, which requires equal pay for women who are performing work substantially equal to that performed by men. It does allow for differences based on seniority, experience, or education. **(4) Equal Pay Act**
- O. Exists if there is a proven statistical relationship between the selection device and the position involved. Basically, an instrument is valid if test items represent the knowledge or skill required to perform the job. **(16) Validity**
- P. A written document that accurately describes job duties and activities (normally described in decreasing order of importance), work conditions, salary, quantity and quality of output expected, and expected performance standards for a specific job. **(7) Job description**