Human Resource Management (Canadian) 4th edition Steen Test Bank

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TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

1) An organization that fails to maintain fairness in hiring or fails to protect the safety of workers may experience employee turnover, lawsuits, and/or negative publicity.
Answer: True False

2) According to a report from the Conference Board of Canada, the majority of Canadian organizations rank diversity as a priority, and more than 80 percent of them have a strategic plan to foster it.
Answer: True False

3) Federal, provincial, and territorial governments in Canada all play an important role in creating the legal environment for human resource management.
Answer: True False

4) Approximately 94 percent of Canadian employers and their employees are covered by provincial/territorial legislation.
Answer: True False

5) In Canada, banks are covered by federal legislation.
Answer: True False

6) Hospitals, schools, colleges, and universities are covered by provincial/territorial legislation.
Answer: True False

7) Discrimination means to treat someone differently, negatively, or adversely because of their race, age, religion, sex, or other prohibited ground.
Answer: True False

8) Discrimination may be direct or indirect.
Answer: True False

9) For a behaviour to considered "harassment" it must be physical i.e. offensive verbal behaviour is not likely to be viewed as harassment.
Answer: True False

10) Women are an employment equity designated group.
Answer: True False

11) All of the jurisdictions—provinces, territories, and federal, have privacy laws that regulate how personal information such as personal health and financial information, is handled.
Answer: True False

12) The Personal Information Protection and Electronic Documents Act (PIPEDA) gives individuals the right to access and request correction of the personal information an organization may have collected about them.
Answer: True False

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13) The use of unpaid interns is a well-accepted practice that is universally viewed to be fair and acceptable in the context of employment/labour standards legislation.
Answer: True False

14) Pay equity is a principle of nondiscrimination in wages that requires men and women working the same number of hours to be paid the same.
Answer: True False

15) The Canadian Human Rights Commission provides oversight and enforces human rights legislation in organizations that fall under either provincial or federal jurisdiction.
Answer: True False

16) Government regulates the protection of employee health and safety.
Answer: True False

17) Safety in the workplace is based on the foundation of an *external* responsibility system whereby governments are responsible for creating and maintaining safe and healthy work environments.
Answer: True False

18) A health and safety committee is comprised of members from the government and participating organizations.
Answer: True False

19) The Workplace Hazardous Materials Information System (WHMIS) is related to the worker's "right to participate."
Answer: True False

20) Bill C-45 (Westray Bill) makes anyone who directs the work of others criminally liable for safety offences.
Answer: True False

21) In addition to ensuring a safe physical working environment, employers are responsible for providing psychological safety for employees.
Answer: True False

22) The number of time-loss injuries in Canada has been declining each year since 2000.
Answer: True False

23) Experienced employees are unlikely to need safety retraining because they are familiar with the dangers associated with their work.
Answer: True False

24) Employee assistance programs (EAPs) presently focus primarily on treating alcoholism.
Answer: True False

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25) Cultural differences make it more difficult to ensure the safety of employees working internationally.

Answer: True False

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

26) The text suggests that some define a diverse workforce as a competitive advantage. These organizations are advocating a policy of:

A) differential treatment.
B) avoiding discrimination.
C) defining diversity.
D) negligent hiring.
E) valuing diversity and inclusion.

Answer: E

27) Canada's Top 100 Employers includes a specific category to recognize employers that provide the most inclusive workplaces. This category of employers is called:

A) Canada's Best Employment Equity Employers.
B) Canada's Most Inclusive Employers.
C) Canada's Best Diversity Employers.
D) Canada's Most Protective Employers.
E) Canada's Best Employers for Young Employees.

Answer: C

28) What level or type of government plays an important role in creating the legal environment for human resource management?

A) Territorial
B) Municipal
C) Provincial
D) Federal
E) Territorial, "Provincial," and "Federal"

Answer: E

29) Which of the following is NOT covered by federal legislation?

A) Retail and hospitality businesses, e.g. stores and restaurants
B) Television and radio stations
C) Grain elevators, feed, and seed mills
D) Airlines
E) Neither "Grain elevators, feed, and seed mills" nor "Retail and hospitality businesses, e.g. stores and restaurants" are covered by federal legislation.

Answer: A

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30) All of the following are prohibited grounds of discrimination under federal legislation, EXCEPT:
A) Religion
B) Age
C) Sexual orientation
D) Political belief (or activity)
E) Pardoned conviction
Answer: D

31) If a woman is denied a job on the basis that she has school-age children, but men with school-age children obtain employment, this is an example of:
A) the duty to accommodate.
B) differential treatment.
C) compassionate treatment.
D) strategic recruitment.
E) respectful behaviour.
Answer: B

32) Is differential treatment of employees ever legal?
A) Yes, when employing people older than 55 years of age.
B) No, differential treatment of employees is always illegal.
C) Yes, when employing people with disabilities.
D) Yes, when there is a bona fide occupational requirement.
E) Yes, when employees do not file complaints.
Answer: D

33) A bona fide occupational requirement (BFOR) must be:
A) an industry-wide, recognized practice.
B) a necessary, not merely preferred, qualification for performing a job.
C) acceptable to all employees.
D) acceptable to all managers and supervisors.
E) All of the choices are correct.
Answer: B

34) Who is responsible to prove the existence of a BFOR if any complaint of discrimination should arise?
A) Privacy Commissioner
B) Employee
C) Government
D) Employer
E) Lawyers
Answer: D

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35) Employers may do several things as part of their duty to accommodate. Identify the exception.
A) Modify equipment
B) Make facilities accessible
C) Modify job duties
D) Modify work schedules
E) Dismiss employees
Answer: E

36) Harassment is a form of:
A) discrimination.
B) accommodation.
C) communication.
D) work style.
E) differential treatment.
Answer: A

37) Unnecessary physical contact, including unwanted touching could result in:
A) a salary cut.
B) career advancement.
C) charges of discrimination.
D) charges of sexual harassment.
E) career development.
Answer: D

38) Which of the following is NOT a designated employment equity group?
A) Persons with disabilities
B) Women
C) Elderly people
D) Members of visible minorities
E) Aboriginal peoples
Answer: C

39) What federal legislation provides rules of how organizations can collect, use, or disclose information about employees in the course of commercial activities?
A) Canadian Human Rights Act
B) Charter of Rights and Freedoms
C) Employment Equity Act
D) Official Languages Act
E) Personal Information Protection and Electronic Documents Act (PIPEDA)
Answer: E

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40) Employment/Labour Standards Legislation covers all the following areas, EXCEPT:
A) layoff procedures.
B) general holidays.
C) hours of work.
D) minimum wage.
E) maximum wage.
Answer: E

41) _____ is a current controversy facing the federal government related to employment/labour standards.
A) Employment equity
B) Protecting employees' privacy
C) The use of unpaid interns
D) Harassment
E) All of the choices are correct.
Answer: C

42) Pay equity legislation is intended to address the _____ gap between men and women in the workplace.
A) wage
B) skill
C) education
D) age
E) job satisfaction
Answer: A

43) The _____ enforces human rights legislation for federally regulated employers.
A) Canada Labour Code
B) Canadian Tribunal
C) (Office of the) Privacy Commissioner of Canada
D) Pay Equity Advisor of Canada
E) Canadian Human Rights Commission
Answer: E

44) Increasingly, organizations are taking a strategic approach to occupational health and safety by:
A) adopting a values-based commitment to safe operations.
B) holding employees solely responsible for safe operations.
C) focusing on legal compliance.
D) avoiding responsibility for worker health and safety.
E) both "focusing on legal compliance" and "avoiding responsibility for worker health and safety."
Answer: A

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45) Safety in the workplace is based on the foundation of a(n):
A) external responsibility system.
B) government system.
C) dangerous system.
D) worker at fault system.
E) internal responsibility system.
Answer: E

46) Health and safety committees are _____ by the employer and employees at large (or union) to address health and safety issues in a workplace.
A) elected
B) randomly assigned
C) jointly appointed
D) contracted
E) None of the choices are correct.
Answer: C

47) At a minimum, employers, managers, and supervisors have a duty to provide a safe workplace. Their responsibilities include all of the following, EXCEPT:
A) take every reasonable precaution to ensure the workplace is safe.
B) pay employees more if they are willing to perform unsafe work.
C) immediately report all critical injuries to the appropriate government department.
D) supply personal protective equipment and ensure workers know how to use the equipment.
E) identify the need for training for employees and themselves.
Answer: B

48) Which of the following is NOT a fundamental right of Canadian workers?
A) Right to refuse unsafe work.
B) Right to know about hazards in the workplace.
C) Right to refuse to follow posted safety instructions.
D) Right to participate in workplace health and safety activities.
E) All of the choices are fundamental rights of Canadian workers.
Answer: C

49) The Workplace Hazardous Materials Information System (WHMIS) relates to the worker's:
A) right to participate in workplace health and safety activities.
B) right to refuse all dangerous work.
C) right to refuse unsafe work.
D) right to know about actual and potential dangers in the workplace.
E) responsibility to follow safety rules and regulations.
Answer: D

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50) Bill C-45 (the Westray Bill) increased the maximum consequences to organizations and anyone who directs the work of others to:
A) $25,000 fine.
B) unlimited fines.
C) $100,000 fine.
D) life imprisonment.
E) both "unlimited fines" and "life imprisonment."
Answer: E

51) Workplace safety includes both physical and _____ safety.
A) informal
B) psychological
C) future
D) regulated
E) legal
Answer: B

52) Workplace violence includes:
A) physical attacks e.g. hitting.
B) verbal or written threats to inflict harm.
C) verbal abuse e.g. swearing.
D) harassment.
E) All of the choices are forms of workplace violence.
Answer: E

53) How many workplace fatalities were there in Canada in 2013?
A) More than 750 but less than 1000.
B) More than 100 but less than 250.
C) More than 250 but less than 750.
D) More than 5000.
E) Less than 100.
Answer: A

54) Which of the following is a primary component of a safety awareness program?
A) Promoting safety internationally
B) Reinforcing safe practices
C) Identifying and communicating hazards
D) Identifying and communicating hazards, "reinforcing safe practices," and "promoting safety internationally."
E) Only "identifying and communicating hazards" and "reinforcing safe practices."
Answer: D

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55) The safety technique that involves breaking a job down into basic elements, then rating each element for its potential for harm or injury is known as:
A) technic of operations review.
B) hazard analysis.
C) job design.
D) job analysis.
E) job hazard analysis technique.
Answer: E

56) The first step of a technic of operations review analysis of an accident is to:
A) identify two or three secondary factors that likely contributed to the incident.
B) identify the basic elements of the job.
C) rate each of the basic job elements for its hazard potential.
D) identify the single, systemic failure that most likely contributed to the incident.
E) establish the facts surrounding the incident.
Answer: E

57) What type of worker is particularly vulnerable to workplace injury or illness?
A) More experienced
B) Young and new
C) Women
D) Older
E) All types of workers are equally at risk.
Answer: B

58) One common technique for reinforcing safe practices is implementing a _____ to reward workers for their support and commitment to safety goals.
A) productivity incentive program
B) safety incentive program
C) performance pay program
D) safety management program
E) All of the choices are correct.
Answer: B

59) Organizations that place a strategic emphasis on corporate wellness achieve all of the following *economic* benefits, EXCEPT:
A) reduced disability insurance costs.
B) increased absenteeism.
C) enhanced productivity.
D) reduced injury insurance costs.
E) reduced costs due to less employee turnover.
Answer: B

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60) A confidential, short term, counselling service for employees with personal problems is called a(n):
A) safety audit.
B) employee health and wellness program.
C) employee assistance program (EAP).
D) operations review.
E) job hazard analysis.
Answer: C

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

61) Reflecting the increasing diversity of Canadian society, many firms now indicate they have a policy of valuing diversity and inclusion. Discuss how this is being practised and the implications for HRM.

Answer: Some firms in Canada now consider diversity and inclusion to be a source of competitive advantage as it brings them a wider pool of talent and more insight into the needs and behaviours of their diverse customers. "Canada's Top 100 Employers" recently added a new category to recognize employers that provide the most inclusive workplaces (Canada's Best Diversity Employers), which is likely to encourage employers to increase their efforts to demonstrate they value diversity. However, valuing diversity is not a law. Organizations that value diversity proactively work to meet employment equity goals. They may put into place policies stating their understanding and respect for differences in the workplace. Organizations may try to hire, reward and promote employees who demonstrate respect for others. They may sponsor training programs that teach employees about differences among groups and help to make every individual feel respected, valued, and able to perform to their potential.

62) Outline the legal framework of human resource management in Canada.

Answer: Approximately 94 percent of firms are covered by provincial or territorial legislation. 6 percent of firms are covered by federal legislation. It can be challenging to maintain compliance with legal requirements for firms with employees who work in more than one jurisdiction. Firms in the federal list include federal government departments, agencies, and most federal Crown corporations, airlines, banks, etc. (See Table 2.1). Provincially- and territorially-regulated organizations include retailers and hospitality businesses, hospitals, schools, colleges and universities and all other organizations not specifically listed as falling under federal legislation. (See Table 2.1). Areas covered by all federal, provincial and territorial legislation include human rights, employment standards, and health and safety.

63) Define discrimination. Differentiate between direct and indirect discrimination. Provide an example of each type of discrimination.

Answer: Discrimination means to treat someone differently, negatively, or adversely because of their rac religion, sex, or other prohibited ground. See Figure 2.1 for complete list.

Direct discrimination: Policies or practices that clearly make a distinction on the basis of a prol ground.
Indirect discrimination: Polices or practices that appear to be neutral but have an adverse effect the basis of a prohibited ground.

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64) Define sexual harassment, identify and discuss the two major types of sexual harassment, and indicate four steps firms may take to ensure workplaces are free from sexual harassment.

Answer: Sexual harassment refers to unwelcome behaviour that is of a sexual nature or is related to a pe sex (gender or gender identity).
The two major types of sexual harassment involve:

1. Quid pro quo harassment — person makes a benefit (or punishment) contingent on employee submitting to (or rejecting) sexual advances.
2. Hostile work environment — a more subtle form of sexual harassment sometimes referred to "poisoned" work environment e.g. using vulgar language, circulating sexual jokes, etc.

Steps firms should take:

1. Develop a clear policy statement stating that sexual harassment will not be tolerated.
2. Ensure all employees are aware of the policy and receive training related to anti-harassment.
3. Develop a mechanism for reporting harassment in a way that encourages people to speak out
4. Act promptly to discipline those who engage in harassment, as well as to protect the victims harassment.

65) Employment equity legislation attempts to eliminate employment barriers to four designated groups. Demonstrate your knowledge of employment equity by identifying and briefly explaining who is included in each of the designated groups.

Answer: 1. Women — self-explanatory.
2. Members of visible minorities — a person in a visible minority group is someone, other than Aboriginal person, who is non-white in colour regardless of place of birth.
3. Aboriginal peoples — an Aboriginal person is a North-American Indian or a member of a First-Nation, Metis, or Inuit.
4. Persons with disabilities — a person who has a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.

66) What are the objectives of Pay Equity?

Answer: Federally regulated employers are responsible for providing equal pay for work of equal value, or pay equity. Pay equity is a principle of nondiscrimination in wages that requires men and women doing work of equal value to the employer to be paid the same. The four criteria used are skill, effort, responsibility and working conditions. Pay equity legislation is intended to address the wage gap—the difference between the earnings of women working full-time versus the earnings of men working full-time. The Conference Board of Canada reports the gap in income between men and women in Canada as 19 percent.

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67) Employees have both rights and responsibilities with respect to workplace health and safety. Identify and briefly describe employees' rights and responsibilities that are protected by occupational health and safety legislation.

Answer: Responsibilities: The internal responsibility system assigns responsibilities for health and safety to both employers, managers/supervisors, and employees. Employees' responsibilities include working in compliance with OH&S requirements, using personal protective equipment as directed by the employer, reporting workplace hazards and dangers, and working in a manner as required by the employer, and using the provided safety equipment.

Rights: All Canadian workers have three fundamental rights that are protected by occupational and safety regulations:

1. The right to refuse unsafe work.
2. The right to participate in the health and safety in the workplace through a health and safety committee or as a health and safety representative.
3. The right to know or the right to be informed about actual and potential dangers in the workp

68) What is the role of employers to reinforce safe behaviours? What practices do firms implement to reinforce safe behaviours in the workplace?

Answer: To ensure safe behaviours, employers should not only define how to work safely but also reinforce the desired behaviour. One common technique for reinforcement is implementing a safety incentive program to reward workers for their support and commitment to safety goals. Such programs generally start by focusing on monthly and quarterly goals and encouraging suggestions for improving safety.

Programs can then be expanded to include more wide-ranging, long-term goals. Employers ma distribute awards for safety in public such as company or department meetings. Besides focusir specific jobs, organizations can target particular types of injuries or disabilities, especially thos which employees may be at risk. For example, organizations may target eliminating eye injurie through a combination of job analysis, workplace policies, safety training, protective eyewear, and sanctions, and management support.

For companies that operate internationally, the organization will need to use strong communica oversight to protect workers' health and safety. This is especially true when operating in countries that may have different cultural values related to safety and/or may interpret corporation-wide safety policies differently.

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1) TRUE
2) FALSE
3) TRUE
4) TRUE
5) TRUE
6) TRUE
7) TRUE
8) TRUE
9) FALSE
10) TRUE
11) TRUE
12) TRUE
13) FALSE
14) FALSE
15) FALSE
16) TRUE
17) FALSE
18) FALSE
19) FALSE
20) TRUE
21) TRUE
22) TRUE
23) FALSE
24) FALSE
25) TRUE
26) E
27) C
28) E
29) A
30) D
31) B
32) D
33) B
34) D
35) E
36) A
37) D
38) C
39) E
40) E
41) C
42) A
43) E
44) A
45) E
46) C
47) B
48) C
49) D
50) E

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51) B
52) E
53) A
54) D
55) E
56) E
57) B
58) B
59) B
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