
CONTENTS

Tables, Figures, and Exhibits	xi
Preface	xv
Acknowledgments	xix
The Editor	xxi
The Contributors	xxiii
Introduction: Toward Relevant Human Resource Management	xxxix

PART ONE: HUMAN RESOURCE MANAGEMENT IN A CHANGING ENVIRONMENT 1

- 1 The Changing Roles of the Human Resource Office 5
Carolyn Ban, Charles W. Gossett
- 2 Human Resource Management in a Human Capital Environment 27
R. Paul Battaglio Jr., Jared J. Llorens
- 3 Beyond Civil Service: The Politics of the Emergent Paradigms 45
Dahlia Lynn, Donald E. Klingner

- 4 Civil Service Reform in the United States: Patterns and Trends 73
J. Edward Kellough, Lloyd G. Nigro

PART TWO: THE PUBLIC SECTOR WORKFORCE 95

- 5 Staffing the Bureaucracy: Employee Recruitment and Selection 99
Steven W. Hays, Jessica E. Sowa
- 6 Managing the Flexible Public Workforce: Issues and Implications 129
Sharon H. Mastracci, James R. Thompson
- 7 Valuing Diversity in the Changing Workplace 149
Mary E. Guy, Meredith A. Newman
- 8 Managing an Aging Workforce: Trends, Issues, and Strategies 171
Jonathan P. West
- 9 Managing Technology in the Context of Public Human Resources 199
David H. Coursey
- 10 Using Volunteers in the Workplace 231
Jeffrey L. Brudney

PART THREE: MANAGING HUMAN RESOURCES 257

- 11 Going Beyond Human Resource Management Technique 261
David G. Carnevale, Kay Ham
- 12 Developing Practical Strategies for Maintaining Ethical Behavior 279
Mark D. Bradbury, Rex L. Facer II
- 13 Increasing Organizational Investment in Employee Development 299
Montgomery Van Wart
- 14 Understanding Organizational Climate and Culture 323
J. Steven Ott, Abdul M. Baksh

- 15 Conflict in the Workplace: Strategic Choices, Great Outcomes 349
Margaret S. Herrman
- 16 Working with Employee Unions 379
Robert M. Tobias
- 17 Managing Local Government Human Resources Around
Catastrophic Events 403
Doug Goodman, P. Edward French, Stacey Mann

**PART FOUR: THE LEGAL ENVIRONMENT OF HUMAN RESOURCE
MANAGEMENT 419**

- 18 The Legal Issues in Human Resource Management 423
Jerry Hartman, Gregory W. Homer, Alisa H. Reff
- 19 Affirmative Action 455
Norma M. Riccucci
- 20 Sexual Harassment 475
Michele M. Hoyman, Jamie R. McCall
- 21 The Americans with Disabilities Act 491
Christine B. Ledvinka

**PART FIVE: EMPLOYEE MOTIVATION, ASSESSMENT, AND
COMPENSATION 515**

- 22 Motivating Employees: The Role of the Manager 519
Arie Halachmi, Theo van der Krogt
- 23 Designing Effective Performance Appraisal Systems 555
Dennis M. Daley
- 24 Applying Effective Job Analysis Methods 587
Mark R. Foster
- 25 Conducting Assessment Centers 615
C. R. Swanson, Mark R. Foster

- 26 Using Work Management and Job Evaluation Systems 635
Gilbert B. Siegel
- 27 Designing and Creating an Effective Compensation Plan 663
Gilbert B. Siegel

PART SIX: TOOLS FOR INTEGRATING HUMAN RESOURCES INTO THE ORGANIZATIONAL MISSION 687

- 28 Benchmarking Performance 691
David N. Ammons
- 29 Strategic Planning 715
Roger G. Brown
- 30 Conducting Practical Human Resource Management Research 735
Gary E. Roberts
- 31 Contracting for Human Resource Services: Outsourcing, Privatization, and Using Consultants 769
Glenn W. Rainey Jr.
- 32 Managing Employee Benefits: From Health Care to Pensions 817
N. Joseph Cayer
- 33 The Budgeting Process: The Role of the Human Resource Professional 835
Catherine C. Reese, Douglas J. Watson
- Conclusion: Toward Effective Human Resource Management 861
Stephen E. Condrey
- Online Resources 867
- References 893
- Name Index 983
- Subject Index 989

TABLES, FIGURES, AND EXHIBITS

Tables

- I.1 A Comparison of Five Models of Public Human Resource Management
- 2.1 Example of a Survey on the Alignment of Human Resource Practices and Agency Goals
- 2.2 Example of a Survey on the Alignment of Human Resource Practices and Critical Skills
- 3.1 Evolution of Public HRM Systems and Values in the United States.
- 6.1 Nonstandard Work Arrangements in Federal Government, 1995–2005
- 6.2 Civilian Federal Government Employment by Work Schedule, 1998–2009
- 7.1 U.S. Population Demographics, 2007
- 7.2 Comparison of Government Workforce to Total Civilian Labor Force and Workforce, 2000 and 2007
- 7.3 Gender Composition of the Civilian Labor Force, 1966–2007 (percentages)
- 7.4 Labor Force Participation for Married Women with Children Under Age Eighteen and Husbands Present, 1960–2007 (percentages)
- 7.5 Labor Force Participation Rate by Gender and Age, 1950–2007 (percentages)

- 7.6 Federal Workers Who Say They Were Denied a Job, Promotion, or Other Job Benefit Because of Unlawful Discrimination, 1992–2005 (percentages)
- 8.1 HR Managers’ Rankings of Employee Qualities Most Desired Overall and Older Employees’ Top Qualities
- 8.2 Ten Ways to Address the Mature Worker Challenge Facing Employers and Employees
- 8.3 Best Practices in Federal Agency Succession Planning
- 15.1 Knowledge and Skills Important to Conflict Work
- 17.1 Disaster Planning Suggestions
- 19.1 Key U.S. Supreme Court Actions or Decisions on Affirmative Action
- 22.1 Three Sets of Motivational Needs
- 25.1 HPD Tentative Dimension-Exercise Matrix
- 28.1 Employee Turnover Rates in Selected Cities
- 28.2 Prompt Filling of Job Vacancies
- 28.3 Successful Resolution of Employee Grievances: Selected Cities
- 28.4 Benchmark Statistics for Recruitment and Retention of New Hires
- 28.5 Days Required for Various Steps in the Hiring Process: Survey Response Means
- 29.1 Tools Employed in the Planning Cycle
- 30.1 Factors That Reduce Survey Reliability and Validity
- 32.1 Public Employee Benefits Summary
- 33.1 Average Number of Full-Time Law Enforcement Officers Per 1,000 Population, by Region and City Size, 2007
- 33.2 Summary of a Staffing Comparison Between Anywhere County, Missouri, and Other Government Entities
- 33.3 Annual Cost Savings for Fire Stations Staffed with Student Firefighters
- 33.4 Range of Implementation Costs for the City of Anywhere, Texas, Personnel Project

Figures

- 2.1 State of Georgia 2009 Workforce-Planning Guidelines
- 2.2 Managing for Results (M4R): Community and Corporate Scorecard for Mecklenburg County, NC
- 2.3 Managing for Results (M4R): Action-Oriented Goals for Mecklenburg County, NC
- 2.4 Strategic Workforce-Planning Process for the City of Charlotte, NC
- 6.1 Percentage of Employment Change in Full-Time Nonseasonal, Intermittent, and Part-Time Federal Government Jobs, 1989–2009

- 8.1 Age Distribution of Workers in Private and Government Sectors, 2006
- 8.2 Highest and Lowest Percentages of State Government Employees Age Fifty-Five and Older Compared with Federal Government Percentage, 2006–2007
- 13.1 Changing Notions of Human Resource Development
- 15.1 Comprehensive Model of Conflict Dynamics
- 15.2 Types of Conflict Issues
- 15.3 A Learning Curve: Skill Formation, Knowledge Integration
- 15.4 Intervention Tools
- 26.1 Career Path Identification by Classification and Current Grade
- 27.1 Constructing Pay Ranges
- 28.1 Example of an Oregon Benchmark
- 29.1 The Strategic Planning Cycle
- 29.2 The Planning Wheel
- 29.3 Police Department Planning Wheel (rings 1,2, and 4)
- 29.4 Police Department Planning Wheel (rings 1 through 4)
- 29.5 Detail of Step 3 of the Police Department Planning Cycle

Exhibits

- 8.1 City Managers' Descriptions of Achievements and Obstacles
- 10.1 Sample Job Description for a Volunteer Position
- 12.1 Inappropriate Hiring
- 12.2 International Public Management Association for Human Resources: Principles and Values Statement
- 12.3 Sex, Drug Use, and Graft
- 12.4 Sample Ethics Training Outline
- 13.1 Questionnaire to Determine the Best Organizational Assessment Strategy
- 13.2 Examples of Two Approaches to Management Training Programs: Performance Gap and Comprehensive
- 13.3 Checklist of Possible Needs Among Individuals
- 13.4 Checklist of Instructional Methods by Instructional Family
- 14.1 Organizational Climate Index
- 14.2 Survey of Organizational Climate
- 15.1 Exercise: Dealing with Change
- 19.1 Sample Table of Contents and Language for an Affirmative Action Plan for Midtown, USA
- 23.1 Employee Performance Evaluation Form
- 23.2 MBO Appraisal Form

- 23.3 Corrective Counseling Report
- 24.1 Sample PAQ Items
- 24.2 Knowledge and Skills for the Position of Police Lieutenant, Determined Through Task Analysis
- 24.3 Two Scales That Might Be Used in Task Analysis Ratings
- 24.4 Excerpts from the Uniform Guidelines on Employee Selection Procedures
- 25.1 HPD 2010 Lieutenants' Assessment Center Roll-Call Training Exercise
- 26.1 Class Standard Position Classification: Fire Lieutenant
- 26.2 Example of Factors, Definitions, and Degrees Used in Point Rating: Technical and Office Jobs, Mental Demands
- 26.3 Sample Job Description
- 26.4 Sample Guide Chart
- 27.1 Five Examples of Salary Range Alternatives
- 28.1 Oregon Benchmarks: Tracking Progress Toward Statewide Goals
- 28.2 Process Flowchart: Present Method
- 28.3 Process Flowchart: Proposed Process with Improvements
- 29.1 Useful Tools for Identifying Vision, Values, and Mission
- 30.1 Sample Employee Attitude Survey Schedule (for pencil-and-paper survey)
- 30.2 Sample Employee Attitude Survey
- 30.3 Sample Questions for a Workplace Ethics Audit Interview
- 30.4 Developing and Implementing an Interview
- 30.5 Organizing and Implementing a Focus Group
- 30.6 Preamble and Questions for a Focus Group on Servant-Leadership
- 30.7 Steps in a Return on Investment Analysis
- 30.8 Return on Investment Analysis for a Religious Diversity Training Program