

Contents

Preface	xi
Introduction: Getting the Most from This Resource	xiii
Current Practices	1
Beyond Employee Satisfaction, ROI, and the Balanced Scorecard: Improving Business Results Through Improved Human Capital Measurement <i>Laurie Bassi and Daniel McMurrer</i>	3
Changing the Way HR Departments Do Business Through Employee Self-Service <i>Thomas D. Cairns</i>	17
Strategies and Methods for Competency-Based Selection and Leadership Development: Four Case Studies <i>Linsey Craig-Willis</i>	27
Human Resource Management: Lessons Learned from the U.S. Army <i>Jack L. Howard</i>	45
Implementing a Human Resource Planning and Development System at Cape Cod Health Care <i>Richard P. Kropp</i>	59
Getting a Grip on Stress: What HR Managers Must Do to Prevent Burnout and Turnover <i>Bob Losyk</i>	77
The Aging Workforce: Best Practices in Recruiting and Retaining Older Workers at Publix <i>Bahaudin G. Mujtaba and Jim Rhodes</i>	87

Request for Proposal (RFP): A Process That Really Works <i>Linda M. Raudenbush</i>	97
Performance Management: Helping an Organization Improve Its Process <i>Roslyn Vargas</i>	109
Telling It How It <i>Really</i> Is? Life in Organizations Revealed Using Heideggerian Phenomenology <i>Margaret H. Vickers and Melissa A. Parris</i>	119
Insights and Perspectives	141
Free Agency: The 21st Century Employment Relationship for Professionals <i>Douglas Buck</i>	143
Story as Organizational Learning: The Role of Story in Expanding Our Capacity to Generate Results <i>Elizabeth Doty with Kat Koppett</i>	153
New Role for HR: Communication Caretaker <i>Ronald C. Fetzer</i>	181
Terrorists Hit HRM <i>Jack N. Kondrasuk</i>	209
Behavior Matters: Building a Legal, Ethical Workplace Culture <i>Stephen M. Paskoff</i>	223
Doing It Right the First Time: Orientation and Community Building <i>Rick Rocchetti</i>	235
Developing and Using Behaviorally Based Rating Scales: A Tool for Appraising Human Resources <i>John Sample</i>	245
About the Editor	263
Contributors	265
How to Use the CD-ROM	269
Pfeiffer Publications Guide	271