# CONTENTS

## Preface

- Preface \(\) xv

## The Authors

- The Authors \(\) xxvi

## PART ONE

### Human Resources Management in the Health Care Business Arena

1

| Chapter 1: Introdution to Health Care Human Resources Management | 3 |
| Defining Elements of Progressive Health Care Organizations | 4 |
| Current Perceptions of Health Care Organizations | 7 |
| Spheres of Influence Model | 9 |
Five Significant Change Dynamics of Modern Health Care 12
Profile of a Progressive Health Care Organization 21
Composition of a Progressive Health Care Human Resources Management Department 26

Chapter 2: Strategic Health Care Human Resources Management and Planning 31
The Changing Role of Human Resources Management 32
Human Resources Outsourcing 35
Strategic Human Resources Management and Human Resources Planning 36
Anticipating Future Needs 38
Evaluating the Effectiveness of Strategic Human Resources Management 42
Problems and Implications of Strategic Human Resources Management 44

Chapter 3: Organizational Culture Standards for Health Care Human Resources 49
Performance Matrix of Superstars, Steadies, and Nonplayers 50
PACT Formula 54
Strategic Requirements for a Progressive Health Care Human Resources Management Department 74

Chapter 4: Equal Employment Opportunity Laws and Health Care Human Resources Management 83
Federal Equal Employment Opportunity Laws 84
Proving Employment Discrimination 96
<table>
<thead>
<tr>
<th>Chapter 5: Managing the Unique Health Care Workforce</th>
<th>115</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Factors Relevant to Health Care Human Resources</td>
<td>122</td>
</tr>
<tr>
<td>Practical Application: A Tale of Two Jersey Cultures</td>
<td>129</td>
</tr>
<tr>
<td>Chapter 6: The Importance of Volunteers in Health Care Organizations</td>
<td>135</td>
</tr>
<tr>
<td>Selection and Placement Strategy Considerations for Volunteers</td>
<td>136</td>
</tr>
<tr>
<td>Maximizing Health Care Volunteer Performance</td>
<td>143</td>
</tr>
<tr>
<td>Agenda Topics for Volunteer Summits</td>
<td>148</td>
</tr>
<tr>
<td>Ten Essential Rules for Volunteer Placement</td>
<td>150</td>
</tr>
</tbody>
</table>

**PART TWO**

**Methods and Accountabilities of Health Care Human Resources**

| Chapter 7: Critical Job Analysis and Design | 155 |
| Legal Significance of Job Analysis | 157 |
| Job Analysis Information | 158 |
| Designing a Job Analysis Program | 163 |
| Job Descriptions and Job Specifications | 164 |
| Competency Modeling | 168 |
| Job Analysis Techniques | 171 |
Chapter 8: Recruitment, Interviewing, and Selection Strategies

Preselection Process

Critical Dimensions of External Recruitment

Preparing and Planning for the Interview

Conducting the Interview

Evaluating the Interview

Chapter 9: Maximizing Performance Management and Evaluation

Developing an Evaluation Program

Using Defusers—the Return to Objectivity Formula

Chapter 10: Compensation Strategies

Motivation

Equity

Executive Compensation and Benefits

Federal Laws Governing Compensation

Chapter 11: Benefits

Government Required Benefits

Discretionary Benefits

Quality-of-Work and Quality-of-Life Issues

PART THREE

Maximizing Health Care Human Resources

Chapter 12: Training and Development

Needs Assessment

Developing Training Objectives