

University of North Carolina at Greensboro
Political Science 604
PUBLIC PERSONNEL MANAGEMENT
Fall 2007

Instructor:	Kenneth A. Klase
Class Meeting:	Tuesdays, 7:00 – 9:50 p.m.
Office and Hours:	Graham 235, Tuesday, 6 – 7, and by appointment
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Course Objectives:

This course is concerned with the management of human resources in the public sector. A central objective of the course is to help students gain a fundamental understanding of alternative systems and approaches for acquiring, managing, and transforming the human resources needed for public administration at the various levels of government in the United States. Core concepts, institutions, and values associated with the five general models of public personnel systems (i.e., patronage, civil service or merit, labor-management or collective bargaining, professional, and entrepreneurial) are contrasted and explained in an historical context. Another objective of the course is gaining an understanding of the various issues of equity and equality cross-cutting the public personnel system general models and their impacts on the core concepts, institutions, and values associated with these models.

The course examines how public sector human resource systems are currently managed and how they are being reformed in light of the many changes and current trends in the field. A major theme of the course is the changing nature of public personnel management, and thus the importance of understanding the underlying reasons for changes in organizational structure and policy reforms. The course highlights the unique aspects of public personnel systems in comparison to private sector practices as well as critically evaluating attempts to put the methods and values of the private sector to work in reforming the business of government. While there may be much that can be learned from private sector personnel practices, there are nonetheless a number of reasons for why public personnel management is different and numerous consequences that are explored in the course. This course (as should you with respect to course requirements) takes a public sector perspective on personnel practices and issues and does not subscribe to the private sector as the model or goal for public personnel management. Although the course takes a public sector perspective, particularly with respect to the development of public personnel systems, many aspects of the course will have direct applicability to personnel management in nonprofit organizations, which are generally perceived by public administrators to be a part of the public sector in light of their similarities in context and function. The core concepts, values, and issues addressed in the course with respect to public personnel systems are especially important to consider as many previous public sector functions are increasingly performed by nonprofit organizations and, even in some instances, by private sector, for-profit organizations.

While an understanding of the development, context, values, issues, problems, and prospects of public personnel systems is important, the course is also designed to provide knowledge and skills in the specific functions of personnel management. The course provides an essential overview of mainstream personnel functions and processes, including position classification, job evaluation and classification, pay and compensation, staffing, performance appraisal, and discipline.

Required Readings:

Donald E. Klingner, John Nalbadian and Jared Llorens, *Public Personnel Management: Contexts and Strategies, Sixth*, Edition. (Longman, 2010)

Steven W. Hays, Richard C. Kearney and Jerrell Cogburn, Eds., *Public Personnel Administration: Problems and Prospects*, Fifth Edition. (Longman, 2009).

Course Requirements:

Participation (10%). As a graduate level course, students are expected to contribute extensively to the conduct of the entire class. Classes will generally be in a seminar format with general discussion. Students are expected to complete all reading assignments, to attend class and participate fully in class discussions, and to apply learned concepts to in-class exercises. The four in-class group exercises count toward the participation part of the grade. Failure to contribute in a positive way to the class will adversely affect your course grade.

Article Abstract and Presentation (15%). Students will prepare a **written abstract** on a reading from the Hays, Kearney and Cogburn anthology or other assigned articles. The abstract of the Hays, Kearney and Cogburn or other assigned readings will be **due when the specific reading is scheduled for class discussion**. A sign-up sheet is available for the Hays, Kearney and Cogburn and other readings. The written abstract will summarize the content of the reading or article and review it; indicate its relevance or significance for the topic under discussion; should be **2-3 pages double-spaced in length**; and should be accompanied by a **detailed outline and discussion questions** (generally 4-6 questions) relating the article to concepts and issues in Klingner, Nalbadian and Llorens and other articles in Hays, Kearney and Cogburn and helping to clarify its relevance to the topic under discussion. The abstract presentation should be **approximately 15 minutes in length**. **Copies of the outline and discussion questions should be provided to class members for reference during the article abstract presentation and for later class discussion. The instructor will use some of the discussion questions as a basis for the discussion of assigned readings after abstract presentations.** Grading will be based on the written abstract's clarity, organization, grammar, punctuation, spelling, coverage, and objectivity; the quality of outline and discussion questions prepared; and the presentation of the abstract in class on the reading or article and its relevance for the topic under discussion.

Human Resource Interview (20%). **A 5-10 page written paper and a brief in-class presentation** reporting on a structured interview with a public sector human resource professional about aspects of public personnel management: for example, the role of the public personnel manager; public personnel management functions performed and related problems or issues (e.g., recruitment and selection, diversity, benefits, employee training and development, disciplinary and grievance procedures, etc.); what knowledge, skills and abilities are needed in this professional area; continuing education efforts needed for HR professionals to stay current in personnel/HR developments; professional affiliations; paths to employment and prospects for employment in this area; what every public manager should know about human resource management in the public sector; and other relevant questions you develop as a part of the structured interview process. The case study at the end of Chapter 2 in Klingner and Nalbadian should also assist in developing some structured interview questions to employ in the interview. **Due September 22, 2009.**

Professional Development Activities and Papers. Each student will complete three personnel management related professional development activities and brief written assignments related to them totaling 12-15 pages.

Resume Revision and Paper (10%)

Each student will have their resume reviewed, make changes as appropriate, and write a brief paper (**approximately 3-5 pages**) discussing the review and commenting about changes made in response to the review. The initial and revised resumes will be appended. Students must provide a resume in the format required for the MPA Student Resume Book in Spring Semester. **Due October 27, 2009.**

Mock Interview and Paper (10%)

Each student will complete a mock interview and write a brief paper (**approximately 3-5 pages**) discussing the mock interview and personal reflections about the mock interview evaluation. **Due November 3, 2009.**

Assessment Center In-Class Activity and Paper (15%)

An In-Class Mock Assessment Center is scheduled November 10, 2009.

Paper on Assessment Center Participation and Personal Reflection: Each student will write a short paper (**approximately 5 pages**) discussing and evaluating their participation in the In-Class Mock Assessment Center and providing personal reflection on their participation in the Assessment Center. **Due December 1, 2009.**

Group Project and Presentation (20%). Each student will participate as part of a group in presenting a personnel topic/issue to the class to be scheduled where the topic most appropriately fits with topics occurring in the course. **No more than one presentation will be scheduled per class session.** Topic choices are specific to the class session indicated. Presentations should be selected from one of the following topics: Human Resource Management Information Systems (SEP 15); Job Analysis (SEP 29); Compensation and/or Benefits (OCT 6); Diversity (OCT 13); Recruitment or Interviewing for Selection (OCT27); Career Development or Performance Appraisal (NOV 3); Harassment, Drug Testing, or Grievance Procedures (NOV 17); Ethics (DEC 1).

Each group should pay attention to the following guidelines:

- 1) Presentations should have a public sector focus (you may discuss nonprofit organizations);
- 2) Presentations should provide a thorough coverage of the topic;
- 3) Presentations should be treated as if you were presenting a workshop on the topic. Thus a packet provided for the presentation should include: a set of objectives; current information from the literature on the topic; samples of coverage of the issue from public organizations; a set of relevant references; copies of any materials used in the presentation.
- 4) Presentations should be designed for active learning.
- 5) Presentations should last approximately one hour.
- 6) Instructor will serve as consultant.
- 7) A group will consist of 2-3 people.
- 8) **Every member of the group must participate in the presentation.**
- 9) Creativity in presentation will be given special consideration in evaluating the presentation/packet.

Class Schedule and Reading Assignments:

Students are expected to have read the assigned readings by the dates assigned. Readings are found in Klingner, Nalbadian and Llorens or the Hays, Kearney and Cogburn (HK&C) reader; or sources referenced.

A. HUMAN RESOURCE SYSTEMS IN THE PUBLIC SECTOR

AUG 25 Introduction and Course Overview

Development of Public Personnel Systems and Traditional Values

Klingner, Nalbadian and Llorens, Ch. 1 (1-37)

Group Exercise: Seeking values in personnel systems

SEP 1 Merit, Professionalism, and the Problems of the Civil Service System

Klingner, Nalbadian and Llorens, Ch. 2 (36-62); Nigro, Nigro and Kellough, Ch. 2

Stein, "The Political Context of Public Personnel Administration," Hays and Kearney (2003), Ch.1;

Klingner, "Competing Perspectives on Public Personnel Administration:

Patronage, Civil Service, and Privatization," (HK&C, Ch.1);

Seldon, "Personnel and Human Resource Management in the States," (HK&C, Ch.4);

Mason and Stein, "Local Government Personnel Administration: Heritage, Contemporary Practice, and Portents," (HK&C, Ch. 5).

Discussion of Human Resource Interview Assignment

SEP 8 Labor-Management Relations

Klingner, Nalbadian and Llorens, Ch. 14 (334-359)

Mareschal, "Current Developments in Public Sector Labor Relations," (HK&C, Ch.18)

Group Exercise: Banovetz Case #6, Labor-management relations: "Cedar Valley Slowdown "

SEP 15 Reinventing Government, Entrepreneurialism, and Civil Service Reform; Productivity and Human Resource Management Information Systems

Klingner, Nalbadian and Llorens Ch. 4 (85-104); Nigro, Nigro and Kellough, Ch.11

Thompson and Seidner, "HRM in the Federal Government During a Time of Change," (HK&C, Ch. 3);

Hays and Lavigna, "Human Resource Metrics in Government: Measuring the Impacts of HRM," (HK&C, Ch.11);

Cogburn, "Outsourcing Human Resources: Problems and Prospects for the Public Sector," (HK&C, Ch.19);

Wooters, "HR Information Technology Systems in State Government: Findings from the 2007 Government Performance Project," (HK&C, Ch. 16).

Possible Group Presentation: Human Resource Management Information Systems

B. PUBLIC PERSONNEL MANAGEMENT FUNCTIONS AND ISSUES

- SEP 22 The Role Of the Public Personnel Manager; Strategic Human Resource Management**
Klingner, Nalbadian and Llorens, Revisit Ch.2 (36-62),Ch. 3 (65-84)
Pynes, "Strategic Human Resource Management," (HK&C, Ch. 7);
Jacobson, "Planning for Today and Tomorrow: Workforce Planning," (HK&C, Ch. 12)
Human Resource Interview Paper Due and In-class Report
- SEP 29 Position Classification Methods**
Klingner, Nalbadian and Llorens, Ch. 5 (105-125)
Naff, "Why Public Managers Hate Position Classification," Hays and Kearney(2003), Ch.9.
Group Exercise: Huddleston Exercise 7, "Job Analysis and the Job Description"
Possible Group Presentation: Job Analysis
- OCT 6 Compensation**
Klingner, Nalbadian and Llorens, Ch. 6 (126-155)
Perry, "Compensation, Merit Pay, and Motivation,"Hays and Kearney(2003),Ch.10
Roberts, "Employee Benefits," (HK&C, Ch.9)
Group Exercise: Point-factor Job Evaluation Method,
Huddleston Exercise 10, "Job Evaluation"
Possible Group Presentation: Compensation or Benefits
- OCT 13 Fall Break -- No Class**
- OCT 20 Social Equity Issues: Equal Employment Opportunity, Affirmative Action, and Workforce Diversity**
Klingner, Nalbadian and Llorens, Ch. 7 (159-180)
Kellough, "Affirmative Action and Diversity in the Public Sector," (HK&C, Ch. 14)
Guy, "Gender and Workplace Issues," (HK&C, Ch. 15)
Possible Group Presentation: Diversity
- OCT 27 Staffing (Recruitment, Selection, Promotion)**
Klingner, Nalbadian and Llorens, Ch. 8 (181-204)
Roberts, "Issues, Challenges, and Changes in Recruitment and Selection," Hays and Kearney (2003), Ch.8;
Gazley, "Personnel Recruitment and Retention in the Nonprofit Sector," (HK&C, Ch.6)
Possible Group Presentation: Recruitment or Interviewing for Selection
Resume Revision and Paper Due
Presentation on Assessment Centers

- NOV 3 Training and Development; Employee Motivation and Performance; Performance Appraisal**
Klingner, Nalbadian and Llorens, Ch. 9 (207-229), Ch. 10 (230-249), Ch. 11 (250-278)
Bjornberg, Linda. "Training and Development: Best Practices," *Public Personnel Management*, Vol. 31, Nr 4 (Winter 2002) 507-517.
Gabris and Davis, "Challenges in Motivating the Public Sector Employee: Theory and Practice in a Dynamic Environment, (HK&C, Ch. 10);
Daley, "The Trials and Tribulations of Performance Appraisal: Problems and Prospects in the Twenty-First Century," (HK&C, Ch. 8).
Possible Group Presentation: Career Development or Performance Appraisal
Mock Interview Paper Due
- NOV 10 Assessment Center In-Class Activity**
- C. RIGHTS, ETHICS, AND FUTURE REFORM**
- NOV 17 Organizational Justice (Discipline, Dismissal, and Grievances), Employee Rights, Health and Safety**
Klingner, Nalbadian and Llorens, Ch. 12-13 (279-333)
Rosenbloom and Chanin, "What Every Public Personnel Manager Should Know About the Constitution," (HK&C, Ch. 2)
Sowa, "Employee Rights to Address Wrongs: Trends in State Government Grievance Practices," (HK&C, Ch. 13)
Possible Group Presentation: Harassment, Drug Testing, or Grievance Procedures
- NOV 24 Thanksgiving Holiday -- No Class**
- DEC 1 Ethics and Human Resource Management in the Public Sector; Reform and the Future**
West, "Ethics and Human Resource Management," (HK&C, Ch. 17);
Bowman, "Turbulence in the Civil Service: Whither the Public Ethos?" (HK&C, Ch. 20);
Rainey, "Facing Fundamental Challenges in Reforming Public Personnel Administration," Hays and Kearney (2003), Ch. 23
Possible Group Presentation: Ethics
Assessment Center Paper Due

ABSTRACT ASSIGNMENTS

SEP 1	Stein, "The Political Context of Public Personnel Administration," (H&K,2003, Ch.1)	
	Klingner, "Competing Perspectives on Public Personnel Administration: Patronage, Civil Service, and Privatization," (HK&C,Ch.1)	
	Seldon, "Personnel and Human Resources Management in the States," (HK&C, Ch.4)	
	Mason and Stein, "Local Government Personnel Administration: Heritage, Contemporary Practice, and Portents," (HK&C, Ch. 5)	
SEP 8	Mareschal, "Current Developments in Public Sector Labor Relations," (HKC,Ch.18)	
SEP 15	Thompson and Seidner, "HRM in the Federal Government During a Time of Change," (HK&C, Ch. 3)	
	Hays and Lavigna, "Human Resource Metrics in Government: Measuring the Impacts of HRM," (HK&C, Ch.11)	
	Coggburn, "Outsourcing Human Resources: Problems and Prospects for the Public Sector," (HK&C,Ch.19)	
	Wooters, "HR Information Technology Systems in State Government: Findings from the 2007 Government Performance Project," (HK&C, Ch. 16)	
SEP 22	Pynes, "Strategic Human Resource Management," (HK&C, Ch. 7)	
	Jacobson, "Planning for Today and Tomorrow: Workforce Planning," (HK&C, Ch. 12)	
SEP 29	Naff, "Why Public Managers Hate Position Classification," (H&K, 2003, Ch.9)	
OCT 6	Perry, "Compensation, Merit Pay, and Motivation," (H&K, 2003, Ch. 10)	
	Roberts, "Employee Benefits," (HK&C, Ch.9)	
OCT 20	Kellough, "Affirmative Action and Diversity in the Public Sector," (HK&C, Ch. 14)	
	Guy, "Gender and Workplace Issues," (HK&C, Ch. 15)	
OCT 27	Roberts, "Issues, Challenges, and Changes in Recruitment and Selection," (H&K, 2003, Ch.8)	

	Gazley, "Personnel Recruitment and Retention in the Nonprofit Sector," (HK&C, Ch.6)	
NOV 3	Bjornberg, Linda. "Training and Development: Best Practices," <i>Public Personnel Management</i> , Vol. 31, Nr 4 (Winter 2002) 507-517.	
NOV 3	Gabris and Davis, "Challenges in Motivating the Public Sector Employee: Theory and Practice in a Dynamic Environment, (HK&C, Ch. 10)	
	Daley, "The Trials and Tribulations of Performance Appraisal: Problems and Prospects in the Twenty-First Century," (HK&C, Ch. 8)	
NOV 17	Rosenbloom and Chanin, "What Every Public Personnel Manager Should Know About the Constitution," (HK&C, Ch. 2)	
	Sowa, "Employee Rights to Address Wrongs: Trends in State Government Grievance Practices," (HK&C, Ch. 13)	
DEC 1	West, "Ethics and Human Resource Management," (HK&C, Ch. 17)	
	Bowman, "Turbulence in the Civil Service: Whither the Public Ethos?" (HK&C, Ch. 20)	
	Rainey, "Facing Fundamental Challenges in Reforming Public Personnel Administration," (H&K, 2003, Ch. 23)	

GROUP PROJECT/PRESENTATION ASSIGNMENTS

SEP 15	Productivity and Human Resources MIS: Group Presentation: HR MIS	1 2 3
SEP 29	Position Classification Methods: Group Presentation: Job Analysis	1 2 3
OCT 6	Compensation: Group Presentation: Compensation or Benefits	1 2 3
OCT 20	Social Equity Issues: Equal Employment Opportunity, Affirmative Action, and Workforce Diversity: Group Presentation: Diversity	1 2 3
OCT 27	Staffing (Recruitment, Selection, Promotion): Group Presentation: Recruitment or Interviewing for Selection	1 2 3
OCT 30	Training and Development; Employee Motivation and Performance; Performance Appraisal: Group Presentation: Career Development or Performance Appraisal	1 2 3
NOV 3	Training and Development; Performance Appraisal; Group Presentation: Career Development or Performance Appraisal	1 2 3
NOV 17	Organizational Justice (Discipline, Dismissal, and Grievances), Employee Rights, Health and Safety Group Presentation: Harassment, Drug Testing, or Grievance Procedures	1 2 3
DEC 1	Ethics and Human Resource Management in the Public Sector: Group Presentation: Ethics	1 2 3

