

Contents

Preface xi

1 The Environment of Public Personnel Administration 1

The Field of Public Personnel Administration 3
Public versus Private Sector Personnel
Administration 6
Summary 16
Exercises 17
Selected Websites 19
References 20

2 Evolution of the Public Personnel System 23

The Early Roots 24
Jacksonian Democracy 26
Weakening of Spoils 28
Changing Concerns of the Merit System 33
Civil Service Reform Act of 1978 and Beyond 37
Legislative–Executive Conflicts 42
Professionals: Inheritors of the System 44
Spoils versus Merit 46
Summary 49
Exercises 50
Selected Websites 51
References 53

3 Personnel System Design 57

- Personnel Office Roles 57
- Types of Personnel Systems 59
- Organizing Personnel Activities 62
- Career Systems 66
- Intergovernmental Personnel Issues 70
- Summary 72
- Exercises 73
- Selected Websites 75
- References 76

4 Techniques of Personnel Administration 79

- Human Resources Planning 79
- Position Classification 82
- Compensation 91
- Benefits 100
- Strategies for Controlling Compensation Costs 105
- Summary 107
- Exercises 108
- Selected Websites 110
- References 112

5 Staffing and Maintaining the Workforce 119

- Recruitment 120
- Examinations 126
- Selection 129
- Promotion 134
- Performance Evaluation 135
- Evaluation Techniques 138
- Discipline 140
- Summary 143
- Exercises 144
- Selected Websites 148
- References 150

6 Keeping Employees Motivated and Productive 155

- The Supervisor 156
- Approaches to Motivation 159
- Motivation Techniques 164
- Performance Management 168
- Training and Development 175
- Summary 180
- Exercises 182
- Selected Websites 184
- References 185

7 Rights and Duties of Employees 195

- Off-the-Job Conduct 195
- On-the-Job Conduct and Rights 208
- Summary 222
- Exercises 224
- Selected Websites 227
- References 229

8 Labor-Management Relations 235

- Government Resistance to Unions 237
- Politics and Bargaining 241
- Elements of a Labor Relations System 244
- The Negotiating Process 252
- Impasse Resolution Procedures 253
- Strikes 256
- Contract Administration 257
- Unfair Labor Practices 258
- Impact of Public Sector Bargaining 259
- The Evolving Bargaining System 261
- Summary 263
- Exercises 264
- Selected Websites 265
- References 266

9 Social Equity and Diversity in the Workplace 271

- Creation of a Diverse Workplace 272
- Management of Diversity 287
- Impacts of Diversity 289
- Summary 290
- Exercises 291
- Selected Websites 295
- References 297

10 Continuing Challenges for Public Personnel 305

- Competitiveness in Hiring 305
- Resource Limitations 307
- New and Evolving Technology 308
- Privatization and Outsourcing 311
- Litigation 313
- Violence in the Workplace 313
- Changing Workplace Demographics 316
- Continuous Reform 317
- Summary 318
- Selected Websites 319
- References 321

Appendix 325

Index 327