
OTHER READINGS AS LISTED ON PAGE 5
NOTE: There are additional articles on e-reserve that we will NOT be using in class but which may help with the bibliography of your final project. REFER TO THE SYLLABUS FOR THE CORRECT READINGS.

GRADING

Presentation/Discussion Leadership/Participation  20%
Issue Paper  25%
Midterm  25%
Final Exam  30%
  100%

ASSIGNMENTS

PRESENTATION/DISCUSSION LEADERSHIP: Beginning with the third week of classes, selected students will be assigned an "issue" in public sector human resource management. The entire class will also be assigned a journal article related to the issue topic. The selected students will make a brief presentation on the issue, preferably using PowerPoint, and then serve as discussion leaders on the topic based upon the assigned reading. To assist with the discussion, I will hand out a list of questions related to the topic and journal article.

PAPER: Students will use the research related to their issue topic to produce a 15 to 20 page paper (including bibliography and appendices). In addition to providing the relevant background on the issue, you will be asked to "play boss" and solve a specific problem associated with the issue. This paper may be turned in at any time in the semester but no later than MONDAY, DECEMBER 5.
COURSE OUTLINE

I: Introduction
   a. Historical overview
   b. Civil Service
      1. Federal
      2. State
      3. Local
   c. Civil Service reform
READINGS: Selden, Chapter 1, Battaglio (E-RESERVE)

II. Position Analysis
   a. Analysis techniques
   b. Classification systems
   c. Pay Issues
   d. Workforce planning
READINGS: Selden, Chapter 2 and 7; Choudhury (E-RESERVE)

   ISSUE 1: Market-Based Pay for the Civil Service
   DISCUSSION ARTICLE: Leavitt and Morris (E-RESERVE)
   PAPER PROBLEM: You are the city manager in a small city in Northeastern PA. You are having trouble attracting qualified applicants for a number of city positions including engineering, computer programming and financial management and accounting. What strategies can you use to attract employees? Include a discussion of market-based pay.

   ISSUE 2: Succession Planning
   DISCUSSION ARTICLE: Jarrell and Pewitt (E-RESERVE)
   PAPER PROBLEM: You are the manager of a small water authority with fewer than 50 employees. You expect 50% of both your managerial and technical staff to retire in the next five years. How will you address this loss of experience within your organization?

III. Recruitment and Selection
   a. Strategies for recruitment
   b. Selection process
      1. Testing
      2. EEO issues
      3. ADA issues
READINGS: Selden, Chapter 3, Barry (E-RESERVE) pages 272-282

   ISSUE 3: Diversity in the workplace
   DISCUSSION ARTICLE: Rubaii-Barrett and Recasino Wise (E-RESERVE)
   PAPER PROBLEM: You are the city manager of a medium sized city in Pennsylvania with a predominantly white police force but a growing minority population. How do you address the diversity issue in this setting?

IV. Performance Appraisal
a. Techniques
b. Effectiveness
c. Rewards, sanctions, termination

READINGS: Selden, Chapter 6

ISSUE 4: Pay for Performance in the Public Sector
DISCUSSION ARTICLE: Terpstra and Honoree (E-RESERVE)
PAPER PROBLEM: You are the city manager (again) in a medium sized city in Pennsylvania. How can you design a pay for performance system that will reward line workers and management but not bankrupt the city?

ISSUE 5: Employee Motivation
DISCUSSION ARTICLE: Soo (E-RESERVE)
PAPER PROBLEM: You are the new regional manager in a branch office of a large state regulatory agency. You currently have a long term employee who is five years away from retirement but who exhibit chronic problems with poor performance, late reports, incomplete work and frequent absences. He is a member of AFSCME. His performance is impacting the office’s moral and overall efficiency. How would you handle this situation?

V. Employee Retention
   a. The family friendly workplace
   b. Training

READINGS: Selden 4 and 5

ISSUE 6: Family and Medical Leave Act
DISCUSSION ARTICLE: French (E-RESERVE)
PAPER PROBLEM: You are the borough manager of a suburban community with 75 employees. How can you design a "family-friendly" leave policy that will not affect the functioning of various offices and remain within the current restrictive budget yet meet the requirements of the FMLA?

VI. Public Unions
   1. History of public unions
   2. Types of unions
   3. Collective bargaining

ISSUE 7: The right to strike in the public sector
DISCUSSION ARTICLE: Malin (E-RESERVE)
PAPER PROBLEM: Discuss the pros and cons of the right to strike in the public school system in Pennsylvania. This right has been limited by legislation. Should it be eliminated completely? Why or why not?

VII. Legal Issues in the Public Sector
   1. Constitutional rights of public employees
   2. Sexual Harassment

ISSUE 8: Free Speech versus Needs of Government
DISCUSSION ARTICLE: Roberts (E-RESERVE)
PAPER PROBLEM: The city is planning a new storm sewer project to remain in compliance with current federal and Pennsylvania regulations. The city engineer (a
non-union employee of the city and a city resident), has openly opposed the project design in meetings and in the local media. This is causing delay and public opposition to the plan. Can the engineer be disciplined? What rights does he have as a government employee? What rights does the city maintain? Can he be fired for this action?

ALTERNATE ISSUES:

DISCUSSION ARTICLE: Crumpacker (E-RESERVE)
ISSUE 9: The hostile work environment
PAPER PROBLEM: As the new borough manager, you discover that your municipality has NO sexual harassment policy. Design a sexual harassment policy that minimizes your legal liability.

DISCUSSION ARTICLE: (E-RESERVE) Jacobs and Lauber
ISSUE 10: ADA and "reasonable accommodations"
PAPER PROBLEM: A city employed EMT has been diagnosed with a degenerative muscular disease. He is responding well to medication but he does experience some muscle weakness. Can he retain his current position? Discuss all the issues pro and con. What are the rights of the employee? What are the rights of the city?

SUGGESTED ACADEMIC RESOURCES

    www.shrm.org

Administrative Science Quarterly
Academy of Management Journal
Academy of Management Review
Human Resource Management
International Journal of Human Resource Management
Journal of Applied Psychology
Journal of International Business Studies
Management International Review
Personnel Review
Public Administration Review
Public Personnel Management

READINGS LIST
ALL ARTICLES ON E-RESERVE


