CONTENTS

List of Figure, Tables, and Exhibits xiii

Exercises xv

Preface xvii

Acknowledgments xxv

The Author xxvii

PART ONE: HUMAN RESOURCES MANAGEMENT IN CONTEXT 1

1 Introduction to Human Resources Management in the Public and Nonprofit Sectors 3

The Public Sector 5

The Nonprofit Sector 10

The New Public Service 22

Today's Context for Human Resources Management 23

Conclusion 33

viii Contents

2	Strategic Human Resources Management and Planning 37				
	The Changing Role of Human Resources Management 38				
	Human Resources Outsourcing 42				
	Strategic Human Resources Management and Human Resources Planning 44				
	Human Resources Planning 45				
	Human Resources Information Systems and Electronic Human Resources Management 50				
	Implementing Strategic Human Resources Management 57				
	Evaluating the Effectiveness of Strategic Human Resources Management 58				
	Problems and Implications of Strategic Human Resources Management 60				
	Ethical Standards for Strategic Human Resources Management 61				
	Conclusion 62				
3	Federal Equal Employment Opportunity Laws and Other Employee Protections 69				
	Federal Equal Employment Opportunity Laws 70				
	Proving Employment Discrimination 82				
	Executive Orders, Affirmative Action, and Other Federal Laws 88				
	Affirmative Action 93				
	Constitutional Rights 97				
	Additional Protections for Employees 103				
	Conclusion 105				
4	Managing a Diverse Workforce 111				
	Glass Ceilings, Sticky Floors, Glass Walls, and Glass Escalators 114				
	Why Diversity Is Important 115				
	Cultural Competency 116				
	Sexual Harassment 119				
	Employer Liability 121				
	Sexual Orientation 122				
	Changes in the Nonprofit Landscape 125				
	The Difference between Complying with Laws and Managing Diversity 126				

Contents ix

Strategic Human Resources Management Implications for Managing Diversity 128

Conclusion 130

PART TWO: METHODS AND FUNCTIONS OF STRATEGIC HUMAN RESOURCES MANAGEMENT 137

5 Job Analysis 141

Legal Significance of Job Analysis Data 143

Job Analysis Information and Methods 144

Designing a Job Analysis Program 151

Job Description and Job Specification 153

Strategic Job Analysis 153

Competency Modeling 159

Job Analysis Techniques 160

Contextual Performance 167

Conclusion 168

6 Recruitment and Selection 175

Recruitment 176

Recruiting for Local Governments and Nonprofits 181

Screening Applicants 184

Executive and Managerial Recruitment and Selection 202

Conclusion 204

7 Compensation 211

Equity 212

Executive Compensation and Benefits 229

Federal Laws Governing Compensation 231

State and Local Government Minimum Wages 234

Conclusion 240

x Contents

8	Benefits 247					
	Required Benefits 248					
	Discretionary Benefits 253					
	Quality-of Work and Quality-of Life Issues 260					
	Conclusion 270					
9	Training and Career Development 275					
	The Training Process 278					
Career Development 293						
	Managerial and Executive Development 294					
	Conclusion 296					
10	Performance Management 303					
	Motivation 306					
	Developing an Evaluation Program 311					
	Rater Training 312					
	Who Should Rate? 315					
	Executive Evaluation 316					
	Documentation 319					
	Performance Evaluation Interview 320					
	Ethical Issues in Performance Appraisal 321					
	Performance Appraisal Techniques 322					
	Team-Based Performance Techniques 329					
	Conclusion 333					
11	Labor-Management Relations: Collective Bargaining in the Public and Nonprofit Sectors 341					
	The History of Private Sector Collective Bargaining 342					
	Collective Bargaining in Nonprofit Organizations 345					
	Collective Bargaining in the Federal Government 346					
	Collective Bargaining in State and Local Governments 347					

Concepts and Practices of Collective Bargaining 348

Contents xi

Public Sector Distinctions 359

Nonprofit Sector Distinctions 363

Privatization of Public Services 366

Conclusion 367

12 Volunteers 377

Use of Volunteers 378

Volunteer Motivation 381

Barriers to Volunteer Recruitment 381

Recruitment 382

The Prerecruitment Process 384

Managing Volunteers 389

Orientation and Training 391

Volunteer Recognition 392

Evaluation 393

The Volunteer Protection Act 394

Governing Boards 394

Conclusion 402

13 Conclusion: Challenges for Public and Nonprofit Organizations 409

What to Expect 409

Challenges for Strategic Human Resources Management 412

Change in Skill Requirements 413

References 415

Name Index 455

Subject Index 463

LIST OF FIGURE, TABLES, AND EXHIBITS

Figure

2.1 Uses of Human Resources Information Systems 51

Tables

- 1.1 IRS Organization Reference Chart 12
- 1.2 Number of Nonprofit Organizations in the United States, 1999–2009 16
- 1.3 National Taxonomy of Exempt Entities: Broad Categories 18
- 3.1 Federal Statutes Related to Equal Employment Opportunity 83
- 3.2 International Comparison of Antidiscrimination Criteria Covered by Law 85
- 5.1 Department of Labor Worker Functions 165
- 7.1 General Schedule Pay Scale, 2012 Annual Rates by Grade and Step 219
- 7.2 City-County Library District Salary and Wage Schedule 220
- 7.3 Comparable Municipal Market Study for Annual Salaries for Select Local Government Positions 222

7.4	International Comparison of Working Hours 238
7.5	Minimum Wage International Comparison 239
8.1	International Comparison of Benefits 266
8.2	International Comparison of Parental Leave 268

- 11.1 International Comparison of Unions and Collective Bargaining Rights 368
- 12.1 Grid for Matching Current and Potential Board Members 398

Exhibits

5.1	Iob Analysis	Questionnaire	147
5.1	Job marysis	Questionnane	11/

- 5.2 Structured Task Checklist 149
- 5.3 Examples of Job Descriptions 154
- 5.4 Competencies for Supervisory and Leadership Position 161
- 5.5 Foreign Service Officer Competencies 163
- 6.1 Resources for Job Seekers 182
- 7.1 Typical Compensable Factors 216
- 10.1 The Many Purposes of Appraisal 305
- 10.2 Common Rating Errors 314
- 10.3 Trait Rating Scale 324
- 10.4 Behaviorally Anchored Rating Scale 325
- 10.5 Management by Objectives Rating Scale 327
- 10.6 Sample Critical Incidents Report 328
- 10.7 Questions to Consider When Developing a Performance Evaluation System 332
- 11.1 National Labor Relations Board Jurisdictional Standards in Effect July 1990 344
- 12.1 Volunteer Application for Natural Resources Agencies 386

EXERCISES

1.1	Art Museums	Aro	Looking	for	Landers	21
1.1	Art Museums	Are	Looking	IOI.	Leaders	-24

- 2.1 State and Local Government Workforce: 2012 Trends 64
- 2.2 Some Nonprofits Are Hiring 65
- 3.1 A Muslim Woman's Right to Wear a Head Scarf at Work 107
- 3.2 States Are Taking the Lead on Family Discrimination Laws 108
- 4.1 Employers in Singapore Adopt a Pledge of Fair Employment Practices 131
- 4.2 Tattoos in the Workplace 133
- 5.1 Hiring a Social Media Director 170
- 5.2 Caseworkers Often Face Tremendous Difficulties 171
- 6.1 EEOC Cautions against Making Employment Decisions Based on Criminal Records 206
- 6.2 Barring Discrimination against Unemployed Applicants 207
- 7.1 Compensation and Retirement Benefits Reform in New York State 242
- 7.2 The Gender Gap in Wages Still Exists in 2011 243
- 8.1 Smokers Need Not Apply 271
- 8.2 Public Pensions Are Undergoing Changes 272
- 9.1 Using Video Games for Driver Training 298

xvi Exercises

- 9.2 Swapping Jobs 299
- 10.1 Office of Personnel Management Director Says Federal Employees Need More Frequent Feedback 335
- 10.2 Ethical Lapses and Performance Problems at the Stanislaus Community Assistance Project 336
- 11.1 Union Members in Spain and Italy Go on Strike 373
- 11.2 Labor Talks and Social Media 374
- 12.1 Voluntourism 403
- 12.2 Millennials' Job Satisfaction Is Increased by Corporate Volunteer Programs 404