

PA 503 - Public Personnel Management
Spring 2009

Instructor

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WEB PAGE: We will be using the Blackboard internet software for purposes of communication in this course. You have access to the Blackboard website at <http://blackboard.uic.edu>. You need to log in to access the web page for this class using your UIC net id and ACCC common password. All relevant class information will be placed on this site including the syllabus, announcements, and information on assignments. I recommend checking the website at least once a week for announcements.

OFFICE HOURS: I do not keep regular office hours. You are welcome to set up an appointment in person, by phone or e-mail.

GENERAL PRINCIPLES: Public managers face a number of issues and challenges relating to personnel management. For over 100 years, public personnel management was substantially equated with the civil service. In recent years however, the institution of the civil service has been subject to attack and new ideas of how government personnel should be managed have emerged. As of January 2009, governmental personnel rules and practices are in a state of transition. In place of the old “one size fits all” approach embedded in the traditional civil service is a new practice of customizing HRM rules to agency needs. Instead of assigning pay raises primarily on the basis of longevity recent approaches link raises to employee performance.

These high level changes provide a framework for the discussion of a number of human resource management-related topics. We will look at the history of the civil service, how it came about and how it works, as well as the governance implications of trying to change it. We will explore specific human resource management “systems” such as performance appraisal and labor-management relations. We will examine the laws, current practices and the consequences of those practices. We will also learn about issues that are increasingly relevant to today’s public and nonprofit workplace such as equal opportunity employment and diversity.

EVALUATION:

The grading structure is as follows;

Individual

Weekly questions (online)	10%
Class participation	10%
Midterm exam	20%
Final exam	20%

Team

Weekly questions (written)	20%
Debate	
Oral	10%
Written	10%

READINGS: The only book assigned for this course is Personnel Management in Government by J. Shafritz, D. Rosenbloom, N. Riccucci, K. Naff, and A. Hyde. The book is available at the UIC bookstore. Items marked with an asterisk below are available electronically on the class web site. Some materials are available via the Internet as indicated below.

Adjustments to this syllabus may be made from time to time as the course evolves.

SCHEDULE/READINGS

Session 1

January 13 Introduction and Overview

Session 2

January 20

Context – Current Human Resource Management Challenges

- Readings:
- Partnership for Public Service. “Elevating Our Federal Workforce.” (available online at <http://www.ourpublicservice.org/OPS/publications/viewcontentdetails.php?id=130>)
 - Government Accountability Office, “Human Capital: Federal Workforce Challenges in the 21st Century” (available online at <http://www.gao.gov/new.items/d07556t.pdf>)
 - National Treasury Employees Union, “Delivering Change for America.” (available online at http://www.nteu.org/Documents/NTEU_TransitionRec.pdf)

Session 3

January 27

Context - The Civil Service: History and Structure

- Readings:
- Shafritz, chapter 1
 - Mosher, *Democracy and the Public Service*, chapters 6 & 8*

Session 4

February 3

Context – Reform Trends

- Readings:
- Shafritz, chapter 2
 - Thompson, “The Civil Service Under Clinton”*
 - Riccucci & Thompson, “The New Public Management, Homeland Security, and the Politics of Civil Service Reform”*

Session 5

February 10

Current Reform Ideas – Strategic Human Resource Management

- Readings:
- GAO, Human Capital: Key Principles from Nine Private Sector Organizations (available online at <http://www.gao.gov/new.items/gg00028.pdf>)
 - Perry, “Strategic Human Resource Management”*
 - Thompson & Rainey, “Modernizing Human Resource Management in the Federal Government: The IRS Model”* (available online at <http://www.businessofgovernment.org/pdfs/ThompsonReport.pdf>)

Session 6

February 17

Current Reform Ideas – Compensation and Classification

- Readings:
- Shafritz, chapt. 5
 - Bohnet & Eaton, “Does Performance Pay Perform? Conditions for Success in the Public Sector.”*
 - U.S. Merit Systems Protection Board, *Designing an Effective Pay for Performance Compensation System* (available online at <http://www.mspb.gov/netsearch/viewdocs.aspx?docnumber=224104&version=224323&application=ACROBAT>)

Session 7

February 24 Current Reform Ideas – Recruitment, Selection, Hiring and Workforce Planning

- Readings:
- Shafritz, chapter 6
 - MSPB, *Reforming Federal Hiring: Beyond Faster and Cheaper* (available online at <http://www.mspb.gov/netsearch/viewdocs.aspx?docnumber=224102&version=224321&application=ACROBAT>)
 - GAO, *Key Principles for Effective Strategic Workforce Planning* (available online at <http://www.gao.gov/new.items/d0439.pdf>)

Session 8

March 3 Midterm Exam

Session 9

March 10 Workplace Challenges – Work Motivation and Employee Engagement

- Readings:
- MSPB, *The Power of Federal Employee Engagement* (available online at <http://www.mspb.gov/netsearch/viewdocs.aspx?docnumber=379024&version=379721&application=ACROBAT>)
 - Perry, “The Motivational Bases of Public Service”*
 - Thompson, *Training Supervisors to be Leaders: A Missing Element in Efforts to Improve Federal Performance* (available online at <http://www.ourpublicservice.org/OPS/publications/viewcontentdetails.php?id=117>)

Session 10

March 17 Workplace Challenges – Performance Appraisal

- Readings:
- Shafritz, chapter 7
 - Nalbandian, “Performance Appraisal: If Only People Were Not Involved”*
 - Grote, “Performance Appraisal: The State of the Art.”*

Session 11

March 31 Workplace Challenges – Diversity

- Readings:
- Shafritz, chapter 11
 - Jurkiewicz & Brown, “GenXers vs. Boomers vs. Matures: Generational Comparisons of Public Employees”*
 - Soni, “A Twenty-first Century Reception for Diversity in the Public Sector: A Case Study”*

Session 12
April 7

Debate

Session 13
April 14

Equal Employment Opportunity/Affirmative Action

- Readings:
- Shafritz, chapter 10
 - Supreme Court of the United States, Grutter v. Bollinger
 - Robinson & Epermanis, “The Supreme Court Rulings in Grutter v. Bollinger and Gratz v. Bollinger: The Brave New World of Affirmative Action”*

Session 14
April 21

Legal Context of Public Personnel Management/Patronage

- Readings:
- Shafritz, chapter 3
 - Supreme Court of the United States, Elrod v. Burns (available online at <http://caselaw.lp.findlaw.com/scripts/getcase.pl?court=us&vol=427&invol=347>)
 - Hamilton, “Is Patronage Dead? The Impact of Antipatronage Staffing Systems”

Session 15
April 28

Labor-management Relations in the Public Sector

- Readings:
- Shafritz, chapter 12
 - Masters and Albright, “Federal Labor-Management Partnerships: Perspectives, Performance and Possibilities”*
 - Case Study, “Labor Relations in Corvallis, Oregon”*

May 5

Final Exam