I. IDENTIFYING INFORMATION

Course: PAD 711
Course Title: Public Personnel Management
EPN: 22312894
Term: Spring II
Location: Online
Course Dates: 3/6, 4/28/2017
Course Days and Times: N/A
Prerequisites: None.

Blackboard:
Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter https://blackboard.cmich.edu/webapps/login/. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at https://blackboard.cmich.edu/webapps/login/.

Instructor: Nancy Quarles
Primary Phone Number: 248 357 8600
Secondary Phone Number: 248 496 3816 mobile
E-Mail Address: quarl1nl@cmich.edu
Availability: T- TH 10:00 am - 4:00 pm; other times by appointment

Academic Biography:
Dr. Nancy Quarles teaches in the Master of Public Administration program. She is currently an Oakland County Commissioner and has held other elected positions. Dr. Quarles lectured before many organizations concerning the importance of civic engagement, management of public programs, and the study of government decision-making.

Quarles received her B.S. in Business Administration, University of Detroit; M.A. in Management and Leadership, Central Michigan University; and Ph.D. in Public Administration, Western Michigan University

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS
Order books from MBS at http://bookstore.mbsdirect.net/cmu.htm

Textbooks and Course Materials:

Title: Public Personnel Management: Contexts and Strategies (E-book Available)
Author: Klingner
Edition: 6th
ISBN: 978-0-13-602688-4
Publisher: Taylor & Francis
Required: Yes

Title: Human Resource Management in Public Service
Author: Berman, Evan Michael
III. COURSE DESCRIPTION

This course is designed to provide an overview of personnel management in the public sector.

IV. COURSE GOALS AND OBJECTIVES

After successful completion of this course, the student will be able to:
1. Define the functions needed to manage human resources in public agencies.
2. Describe the important values that underlie the conflict in public employment processes.
3. Analyze personnel system as a set of laws, policies, and practices.
4. Describe the history of public personnel management in the United States as a conflict among competing personnel systems and values.
5. Describe the role of a professional public personnel manager.
6. Explain how the functions of personnel management are shaped among political leaders, line managers and supervisors, and the personnel department.
7. Identify and understand various functions of human resource management in the public sector.
8. Design an effective cultural competency plan for a public sector organization.
9. Integrate a public service perspective in the management of public personnel practices.
10. Differentiate effective leadership and management roles in public sector organizations.

V. METHODOLOGY

Course Methodology:
This course contains a combination of lecture, independent research, and student contributions through Blackboard.

Course Assignments:
Exams: There will be two exams during the course. Each exam is based on your response to a real case study scenario. Both exams are graded on a 75 point scale. Exams will be completed at the close of weeks 3 and 7.

Research Paper: Please see the detailed explanation of the research paper on the last page of the syllabus. Topic description (15 points) is due at the close of week 2, Statement of the Problem (15 points) is due at the close of week 4, Literature Review (55 points) is due at the close of week 6, and Organizational Implications (15 points) are due at the close of week 8.

Discussion Board Leader: Students will sign up to lead and moderate the discussion board over the content of one academic journal article (assigned in the weekly reading and posted on Blackboard under ‘Course Materials’). The discussion board leader will provide a brief summary of the article, post three questions about the article, and facilitate/extend the discussion(s). The discussion board leader must have these items post by Monday at 5:00 of the corresponding week. The discussion board leader assignment is worth 50 points. Students assigned to Week 1 will post questions by March 8 before 5:00 pm. The rubric for discussion board leader expectations can be found on Black board in the Rubric folder.

Discussion Board Participant: Students will participate in weekly discussion boards by responding to one of the three questions posed by each discussion board leader. Participation points will be based on the quality of participation. The rubric for discussion board participation can be found in the Rubric Folder. Discussion board participation is worth 96
Article Preference: Students must post in the Assignment folder on BB their top three article preferences by **Tuesday, February 28, 2017 -- 9:00 pm**. Articles will be assigned on a first come, first served basis. The rubric for discussion board leader expectations can be found in the Rubric folder.

VI. COURSE OUTLINE/ASSIGNMENTS

**Pre-Class Assignment:**

Review syllabus and post article preference by Tue, February 28, 2017, 9:00 pm est.

The details for the article preference can be found in the syllabus. Post your three article preferences under the Assignment folder in the article preference tab on blackboard.

**Course Outline:**

**Week 1:**

**Readings:** (1) Klingner et al., Chapter 1: The World of Public Personnel Management
(2) Klingner et al., Chapter 2: Doing Public HRM in the United States

**Due:** (1) Discussion Board 1

**Instructor Guidance:** (1) Read: Notes Lecture 1: History of the Merit System
(2) Watch: Video Lecture 1: State & Local Civil Service Systems

**Week 2:**

**Readings:** (1) Klingner et al., Chapter 3: Thinking Strategically About HRM

**Due:** (1) Discussion Board 2
(2) Submit Topic Description

**Instructor Guidance:** (1) Read: Notes Lecture 2: Strategic Planning
(2) Watch: Video Lecture 2: Overview of the Strategic Planning Process

**Week 3**

**Readings:** (1) Klingner et al., Chapter 6: Rewarding Work: Pay and Benefits
Due: (1) Discussion Board 3; (2) Exam 1

Instructor Guidance: (1) Read: Notes Lecture 3: Legal Constraints on Pay Setting; and Notes

Lecture 3: Benefits
(2) Watch: Video Lecture 3: Functional Position Analysis

Week 4

Readings: (1) Klingner et al., Chapter 7: Social Equity and Diversity Management

Due: (1) Discussion Board 4
(2) Statement of the Problem

Instructor Guidance: (1) Read: Notes Lecture 4: EEO, AA, Diversity Management

(2) Watch: Video Lecture 4: Fostering Diversity

Week 5

Readings: (1) Klingner et al., Chapter 8: Recruitment, Selection, and Promotion

Due: (1) Discussion Board 5

Instructor Guidance: (1) Watch: Video Lecture 5: Recruiting Employees
(2) Optional Extra Credit: Recruitment and Selection Activity

Week 6

Readings: (1) Klingner et al., Chapter 9: Leadership and Employee Performance

Due: (1) Discussion Board 6
(2) Literature Review

Instructor Guidance: (1) Read: Notes Lecture 6: Leadership
(2) Watch: Video Lecture 6: The Essence of Leadership
Week 7

**Readings:** (1) Klingner et al., Chapter 11: Performance Appraisal  

**Due:**  
(1) Discussion Board  
(2) Exam 2

**Instructor Guidance:**  
(1) Read: Notes Lecture 7: Types of Performance Appraisal  
(2) Watch: Video Lecture 7: Purpose of Performance Appraisal

Week 8

**Readings:** (1) Klingner et al., Chapter 14: Collective Bargaining  

**Due:**  
(1) Discussion Board 8  
(2) Organizational Implications

**Instructor Guidance:**  
(1) Read: Notes Lecture 8: Steps in Collective Bargaining  
(2) Watch: Video Notes Lecture 8: State and Local Public Unions and Research Effects

**Assignment Due Dates:**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Article Preference</td>
<td>Tue February 28, 2017 by 9:pm est</td>
</tr>
<tr>
<td>Exam 1</td>
<td>Week 3</td>
</tr>
<tr>
<td>Exam 2</td>
<td>Week 7</td>
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<tr>
<td>Topic Description</td>
<td>Week 2</td>
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<tr>
<td>Statement of the Problem</td>
<td>Week 4</td>
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<tr>
<td>Literature Review</td>
<td>Week 6</td>
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<tr>
<td>Organizational Implications</td>
<td>Week 8</td>
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<tr>
<td>Discussion Board Leader</td>
<td>Varies (Mon, 5:00 pm est)</td>
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<tr>
<td>Discussion Board Participation</td>
<td>Weekly</td>
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<tr>
<td>Optional Extra Credit Assignment</td>
<td>Week 5</td>
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**Post-Class Assignment:**

n/a

**Student Involvement Hours:**

It is expected that students will need to provide 10-15 hours of class work a week to successfully complete this course. This should include time for reading, writing, studying, researching, completion of specific activities.
VII. CRITERIA FOR EVALUATION

Evaluation Criteria:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>Post article preference</td>
<td>4</td>
<td>Feb 28, 2017 (timely submission)</td>
</tr>
<tr>
<td>Exam 1</td>
<td>75</td>
<td>Week 3</td>
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<tr>
<td>Exam 2</td>
<td>75</td>
<td>Week 7</td>
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<tr>
<td>Topic Description</td>
<td>15</td>
<td>Week 2</td>
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<tr>
<td>Statement of the Problem</td>
<td>15</td>
<td>Week 4</td>
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<tr>
<td>Literature Review</td>
<td>55</td>
<td>Week 6</td>
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<tr>
<td>Organizational Implications</td>
<td>15</td>
<td>Week 8</td>
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<tr>
<td>Discussion Board Leader</td>
<td>50</td>
<td>Varies (Mon, 5:00 pm est)</td>
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<tr>
<td>Discussion Board Participation</td>
<td>96 (12 pts/per week)</td>
<td>Weekly</td>
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<tr>
<td>Total</td>
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Grading Scale:

Grading Scale: A 400-376; A- 375-360; B+ 359-348; B 347-332; B- 331-320; C+ 319-308; C 307-280; Below 279 – No Credit

Late Assignments:
Assignments will lose 5% of their point value if late.

Make-ups and Rewrites:
No assignments can be rewritten. All assignments must be completed and submitted to receive a passing grade.

VIII. EXPECTATIONS

Attendance and Participation:

Attendance and Participation:

To be considered in attendance, students must complete the assigned discussion board with a substantive post each week timely.

To earn full discussion board participation you must complete all discussion board postings by the due date each week.

Civility Expectation and Online Communication:

Each CMU student is encouraged to help create an environment during class that promotes learning, dignity, and respect for everyone. In an online environment, there are a few key behaviors we should keep in mind.

1. Please be kind and direct. If you would like to use humor, make sure to accompany your comment with the appropriate emoticon (J; L; etc.) Tone of voice does not translate well in an online environment.

2. Please keep posts short and to-the-point. If you have a lengthy comment to make, please separate your ideas by paragraphs.

3. Please do not edit original content. If you have an update, please provide it in a follow-up comment.

4. Please be respectful of all cultures and treat other students and the instructor with respect and courtesy. Students are asked to contribute and respond using their best-faith efforts in maintaining this environment.

Behavior that is inconsistent with this policy will incur repercussions as outlined in university policies and procedures including the Code of Student Rights, Responsibilities and Disciplinary Procedures.
In Depth Research Paper Guidelines:

Each student will select a topic of interest in public human resources management to conduct an original piece of in-depth research. For ideas, look ahead in the readings, use books, peer-reviewed journal articles, professional association publications, and electronic sources. Your writing should reflect the style, tone and approach of professional journals in the discipline, such as Public Administration Review, The Review of Public Personnel Administration, The American Review of Public Administration, and Public Personnel Management.

The content of the paper will be a total of about 15 pages and must include the following elements. Students should note that the elements will be turned in separately, with due dates noted below:

1. Statement of the Problem: (Two (2) pages)
   A description of the current controversies or challenges regarding the issue (why it is relevant for the study of public sector HRM). Due: Week 4

2. A review of the literature, which includes: (Eight - nine (8-9) pages)
   a. An explanation of the history of this issue (major laws or regulations, milestone events, corresponding and competing values)
   b. A discussion of some comparative perspectives on the issue (how is the issue different in the public, private and nonprofit sectors; how is the issue different at the local, state or national level of government or in different regions of the country; OR how is the issue different in the United States and in other countries).
   c. A review of best practices regarding this issue (describe how this issue is handled in a high performance organization or in a progressive jurisdiction). Due: Week 6

3. Organizational Implications: (Two - three (2-3) pages)
   What do these findings imply for organizations? Why types of human resources policies should organizations encourage/discourage? Are these implications consistent across type/size of organization? What is the future of the human resources challenge? Due: Week 8

The paper should have standard 1 inch margins, double-spaced, 12 point Times New Roman or Calibri font. Each section should include in-text citations and a corresponding listing of references at the end of the section. Papers must reference at least 10 sources, which can include academic books, journals (Public Administration Review, Journal of Public Research & Theory, American Review of Public Administration, etc.) or other sources (such as governmental publications.)

Students must hand in a brief summary of their topic of interest to the instructor on Week 2. The topic should be narrowly focused to make sure you include adequate detail and in-depth analysis.

Academic Integrity:

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of
study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (https://bulletins.cmich.edu/).

**Student Rights and Responsibilities:**

Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University’s function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx.

**IX. SUPPORT SERVICES AND OTHER REQUIREMENTS**

**Library Research and Instruction Services**

As a CMU student you have full access to the services and resources of the CMU Library. Reference librarians will help you find information on your research topic and answer other questions related to the library. The library's Documents on Demand office will obtain copies of the books and journal articles for you. Check out the library's website at https://library.cmich.edu for more information.

**Reference librarian contact information:**
1. By email: libref@cmich.edu
2. By online form: http://libguides.cmich.edu/askalibrarianform
3. By phone: (989) 774-3470.

**Documents on Demand office contact information:**
1. By email: docreq@cmich.edu
2. By online form: https://illiad.cmich.edu/
3. By phone: (989) 774-3022.

**Writing Center**

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit https://www.cmich.edu/global/writingcenter/Pages/default.aspx

**Mathematics Assistance Center**

The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Math Assistance Center, visit http://global.cmich.edu/mathcenter/tutoring-request.aspx.

**ADA**

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Student Disability Services at (800) 950-1144, extension 3018 or email sds@cmich.edu, at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx.

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.
X. BIBLIOGRAPHY


Center Information

Student & Enrollment Services for CMU Online Courses
(800) 688-4268 or (989) 774-1129 or cmuonline@cmich.edu

Drop & Withdrawal Policy for Online Courses
http://global.cmich.edu/courses/drop-withdraw.aspx

Academic Calendar and
Credit/No Credit Deadlines for Online Courses
https://www.cmich.edu/global/calendar/Pages/default.aspx

Office of Information Technology Help Desk
https://www.cmich.edu/office_provost/OIT/help/help_desk/Pages/default.aspx

Pre-Class Checklist for Online Courses
http://www.global.cmich.edu/cmuonline/checklist.aspx

Online Learning Resource Center
http://www.global.cmich.edu/cmuonline/about/

Certified Testing Center & Proctoring Information
https://www.cmich.edu/global/cmuonline/proctoring/Pages/default.aspx

Harassment and discrimination: You have a right to feel safe and supported while pursuing your degree at CMU. If any professor, student, or staff member makes you feel that you have been discriminated against, disrespected or stuck in a hostile environment, the Office of Civil Rights and Institutional Equity (OCRIE) is here to help: Bovee UC 306, (989) 774-3253. For resources and more information, please see https://www.cmich.edu/office_president/OCRIE/

Sexual misconduct policy: With the exception of the confidential resources named explicitly within the Sexual Misconduct Policy, all CMU staff and faculty are responsible employees and are required to report any information they know about possible sexual misconduct to the Title IX Coordinator in OCRIE at (989) 774-3253. This means that any information you may divulge about such an incident in the classroom or with a faculty member cannot be confidential. Reports to OCRIE are intended to provide options and resources to survivors. Please keep these reporting obligations in mind as you seek support from staff and faculty you trust, and know that there are also support centers on campus that will maintain confidentiality, which include Sexual Aggression Peer Advocates (989-774-2255) and the CMU Counseling Center (989-774-3381). For resources and more information, please see https://www.cmich.edu/office_president/OCRIE/
CMU does not discriminate on the basis of sex in the education program or activity that it operates, including admission and employment, and is required by Title IX of the Education Amendments of 1972 not to discriminate in such a manner.

Inquiries about the application of Title IX can be made to CMU’s Title IX Coordinator, the US Department of Education’s Assistant Secretary, or both.

CMU’s Title IX Coordinator can be reached at:
Office: 103 E. Preston St.
Bovee University Center, suite 306
Mount Pleasant, MI 48858
Email: titleix@cmich.edu
Phone: 989-774-3253