I. Catalog Course Description

Core theories, dynamics, functions and ethics of human resource management in nonprofit and public human services organizations are analyzed with particular focus on the knowledge, skills and abilities necessary to successfully recruit, retain and develop the workforce necessary to achieve the mission of the organization. The substantive areas covered in this course include industry standard human resource policies and procedures in the areas of staff recruitment and selection; developing classification and compensation systems; establishing employee performance standards and conducting performance evaluations; developing and supporting a diverse workforce; employee and organized labor relations; maintaining a safe, discrimination and harassment free workplace; training and professional development; and, strategic human resource planning.

II. Course Overview

The course content builds on the skills, knowledge and values base acquired in the first year of generalist practice and foundation courses for students in the Nonprofit and Public Management Concentration. Students develop the knowledge and skills relating to managing human resources in public and nonprofit human services organizations. Students are presented with the opportunity to learn applicable theoretical frameworks; social work ethics as they apply to the management of human resources; the nature and dynamics of component functions of human resource management such as classification and compensation, creating and supporting a diverse workforce, designing and classifying jobs, hiring and recruitment, employee relations, training and professional development and performance management. Students have the opportunity to learn and apply theory and principals to case situations, gain understanding of the dynamics and requirements of human resource management, and acquire the competencies necessary to perform this function in a public or private organization.
III. **Place of Course in the Curriculum**

This is an elective for students in the Nonprofit and Public Management concentration. The prerequisite is satisfactory completion of the first year professional foundation courses. The co-requisite is a Nonprofit and Public Management field placement.

III. **Course Objectives**

At the conclusion of this course, students will be:

1) Familiar with the key components and concepts of human resource management and the related terms and concepts;
2) Able to describe the history and theoretical bases of human resource management in social work and the human services;
3) Able to utilize diagnostic frameworks, laws and regulations, ethical codes and principles of equity and efficiency to analyze and respond to human resource issues;
4) Able to understand the principles and practices for staff recruitment, selection, compensation, performance evaluation, retention, separations and the interlocking nature of these activities;
5) Able to understand and apply the principles and techniques associated with creating, supporting and maintaining a diverse workforce that is free from harassment and discrimination;
6) Able to understand and apply the principles and techniques of training and professional development;
7) Able to understand and apply the laws, methods and processes associated with employee and labor relations;
8) Able to apply theories and concepts appropriately and effectively to analyze human resource management case scenarios; and
9) Able to think and plan strategically for human resources.

IV. **Readings for Course**

**Required Text:**


**Suggested Texts:**


VI. Course Requirements

Students are expected to attend class, complete course readings weekly, and effectively participate in class discussions. Assignments for this course include: a midterm examination requiring the application of the theory, procedures, principles and insights contained in assigned readings and class discussion to a case example presented by the instructor and a final examination to be given the 15th week of class. Additional information on these assignments, along with related requirements will be provided in class.

VII. Grading

Grading will be weighted as follows: class participation 15%; Midterm examination at 35% each, and final examination 50%. Grades will be negatively affected by excessive (more then three) unexcused absences and/or late completion or performance of assignments.

VIII. Course Evaluation

Rutgers University issues a survey that evaluates both the course and instructor. This survey is completed by students toward the end of the semester, and all answers are confidential and anonymous. The instructor may also choose to conduct a mid-point evaluation.

IX. Course Outline

Session 1. – Course Introduction – Defining Human Resource Management - Historical and Theoretical Frameworks; General Legal and Regulatory Frameworks; Human Resources as a Key Strategic Organizational Function


Session 2. - The Ecology and Ethics of Human Resource Management
General and Human Services Specific Workforce and Labor Market
Issues and Trends; Applications of the NASW Code of Ethics to Human
Resources Practice

organizational perspective to the study of human services employment”.


Association of Social Workers. Washington, DC: NASW. *(Available online at
[www.naswdc.org])


Session 3. - Classification Systems - Developing and Modifying Job Descriptions and
Specifications; Using Bona Fide Occupational Qualifications;
Classification Frameworks and Related Issues for Public and Private
Organizations


Session 4. – Compensation Systems - Creating and Maintaining Competitive Salary
Levels and Ranges; Mandatory and Optional Fringe Benefits
Special Issues in Pension and Health Benefit Management


(12), 22.*E

Session 5. – Recruitment, Selection and Hiring Processes - Communicating and
Advertising Job Opportunities; Hiring Practices that Maximize Equal
Opportunity and Diversity; Interviewing Prospective Candidates;
Conducting Background Checks – Avoiding “Negligent Hiring”
Communicating and Negotiating Terms and Conditions of Employment;


Session 6. – Training and Professional Development - Types and Methods of Training; New Applications of Information Technology to Training; Mentoring and Succession Planning.


Session 7. – Line and Administrative Supervision - Administrative, Educational and Supportive Components


Session 8. – Setting, Managing and Enforcing Performance Standards - Providing Regular Feedback to Employees; Conducting Performance Appraisals; Establishing and Implementing Consequences for Performance - Rewards and Sanctions.


Session 9. – Supporting and Maintaining Diversity and Equal Opportunity -
Maintaining an Harassment and Discrimination Free Workplace;
Supporting and Maintaining Diversity; Legal and Regulatory.
Requirements; Dismantling Glass Ceilings and Elevators


Session 10. – Employee Relations – Employee Rights and Progressive Discipline;
Maintaining Fairness and Transparency; Developing a Personnel Handbook -Significance and Issues; Dealing with Employee Substance Abuse, Violence and Other Dysfunction


Session 11. Employee Relations – Continued - Managing Relations with Organized Labor - Auspices, Unionization, Collective Bargaining, Job Actions, etc.; Assuring Worker Health and Safety; Managing Employee Risk, Liability and Litigation; Employee Assistance Programs.


Session 12. – Special Issues in Human Resource Management - Use of Temporary Employment Agencies; Use of Volunteers; Issues in Use of Consultants and Part Time Workers; Issues in Downsizing and Rightsizing the Workforce; Dealing with Work/Family Balance Issues


**Session 13. – Maximizing Employee Retention**

Promoting A Sense of Collective Organizational Ownership, Belonging and Accomplishment; Analyzing Competitiveness of Salaries, Benefits and Growth Opportunities; Conducting the Exit Interview; Distinguishing Between Avoidable and Unavoidable Turnover; Anticipating and Managing Turnover


**Session 14. – Strategic Planning and Leadership for Human Resources**

Session 15 – Course Summary and Final Exam

X. **Academic Integrity Policy**

All work submitted in a graduate course must be your own.

It is unethical and a violation of the University’s Academic Integrity Policy to present the ideas or words of another without clearly and fully identifying the source. Inadequate citations will be constructed as an attempt to misrepresent the cited materials as your own.

Use the citation style preferred by the discipline.

Effective September 2, 2008, a revised Policy on Academic Integrity will go into effect. The new policy is posted at http://academicintegrity.rutgers.edu/integrity.shtml<file://localhost/owa/redir.aspx>

**Please Note:** Violations of academic integrity by graduate and professional students will normally be penalized more severely than violations by first-year undergraduate students. Since all violations of academic integrity by a graduate or professional student are potentially separable under the Academic Integrity Policy, faculty members should not adjudicate alleged academic integrity violations by graduate and professional students, but should refer such allegations to the appropriate Academic Integrity Facilitator (AIF) or to the Office of Student Judicial Affairs. The AIF that you should contact is Antoinette Y. Farmer, 732.932.2621. The student shall be notified in writing, by email or hand delivery, of the alleged violation and of the fact that the matter has been referred to the AIF for adjudication. This notification shall be done within 10 days of identifying the alleged violation. Once the student has been notified of the allegation, the student may not drop the course or withdraw from the school until the adjudication process is complete. A TZ or incomplete grade, shall be assigned until the case is resolved.

**Definition of Plagiarism**

Plagiarism is the representation of the words or ideas of another as one’s own in any academic exercise. To avoid plagiarism, every direct quotation must be identified by quotation marks or by appropriate indentation and must be properly cited in the text or in a footnote. Acknowledgment is required when material from another source is stored in print, electronic, or other medium and is paraphrased or summarized in whole or part in one’s own words. To acknowledge a paraphrase properly, one might state: to paraphrase Plato’s comment...and conclude with a footnote identifying the exact reference. A footnote acknowledging only a directly quoted statement does not suffice to notify the reader of any preceding or succeeding paraphrased material. Information which is common knowledge, such as names of leaders of prominent nations, basic scientific laws, etc., need not to be footnoted; however, all facts or information obtained in reading or research that are not common knowledge among students in the course must be acknowledged. In addition to materials specifically cited in the text, only materials that contribute to one’s general understanding of the subject may be acknowledged in the bibliography. Plagiarism can, in some case, be a subtle issue. Any question about what constitutes plagiarism should be discussed with the faculty member.
XI. Disability Accommodation

Please Note: Any student who believes that s/he may need an accommodation in this class due to a disability should contact the Office of Disability Services, Kreeger Learning Center, 151 College Avenue; dfoffice@rci.rutgers.edu; 732-932-2847 (Undergraduate New Brunswick students should contact the Coordinator for Students with Disabilities for their College.) Any student who has already received a letter of accommodation, should contact the instructor privately to discuss implementation of his/her accommodations immediately. Failure to discuss implementation of accommodations with the instructor promptly may result in denial of your accommodations.

XII. Bibliography


Nonprofit World. “”Why are Your Employees Leaving?” Nonprofit World 26 (4), P.4.


Annotated Listing – Human Resource Management Websites

Prepared by Kim Strom-Gottfried, Ph.D.

New Jersey Department of Personnel - http://www.state.nj.us/personnel/
This gateway to all forms of public employment in New Jersey offers information on the civil service system, available positions, employment policies and services and job-seeking tips.

Center for the Study of Ethics in the Professions (Illinois Institute of Technology). http://www.iit.edu/departments/csep/
This site promotes education and scholarship relating to the professions. It has links to a library of resources relating to the study of ethics as well as a collection of codes of ethics from various fields to use when comparing codes from different professions.

HR Magazine http://www.shrm.org/hrmagazine/.
This magazine has articles on human resource management issues such as compensation, diversity, interviewing, and safety, with some articles made available to non-members.


The IPMA Assessment Council (IPMAAC) is the leading organization of applied personnel assessment professionals with more than 600 members actively engaged in practice, research, and training in personnel assessment to meet the
needs of both public and private organizations. IPMAAC interests and activities cover the full range of assessment methods and applications, from use of personnel tests and interviews for employee selection to measurement of the productivity of organizations as a component of productivity and customer service improvement programs. If you are a member of IPMA, you are also a member of IPMAAC.

International Public Management Association for Human Resources.  
http://www.ipma-hr.org/.

The International Personnel Management Association (IPMA) is a non-profit organization representing the interests of public sector HR professionals. IMPA has individual, affiliate, emeritus, and student memberships. Students get a great discount on memberships. Some of the benefits offered to members are multiple publications, local chapters, and savings on professional development opportunities, certifications, and memberships to other federal associations. There are some publications available to non-members as well. IPMA publishes the journal Public Personnel Management.

This website is a very comprehensive site on anything related to Human Resources. It has the great feature of a HR work index that is a list of over 4,000 Web sites for HR professionals. All of the sites have been researched and qualified by Cornell University.

Mousetrap Media. World Federation of Personnel Management Associations.  
http://www.wfpma.com/wfpma.html

The World Federation of Personnel Management Associations (WFPMA) is a global network of professionals in people management. WFPMA is the world parent federation to associations such as SHRM. Member representatives of the various world associations meet regularly to commission research projects, publish a newsletter, and to run an international congress every two years. Information on the events of the regional associations if available on this page.

National Association of Social Workers www.naswdc.org

Members of NASW can access the Code of Ethics from this site, as well as Standards


This is the website for the North Carolina Chapter of the International Personnel Management Association (NC-IPMA). This site provides general information about the association, events, membership information and contacts in the organization. IPMA is a professional association for public personnel professionals, primarily those who work in federal, state, or local government.


This website is a site that has resources for human resources management, but is only accessible to members of the society. Examples of the resources available to members are Diversity Toolkits, Benefits Toolkits, Compensation Toolkits,
Employee Relations Toolkits, Legal Reports, and Training Resources. Professional membership dues in the Society for Human Resource Management are $160 per year. Student membership costs just $35 per year.