



---

# HUMAN RESOURCES MANAGEMENT FOR PUBLIC AND NONPROFIT ORGANIZATIONS

---

A Strategic Approach

FOURTH EDITION

Joan E. Pynes

**J** JOSSEY-BASS™  
A Wiley Brand

---

# 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

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

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

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

Public Sector Distinctions	359
Nonprofit Sector Distinctions	363
Privatization of Public Services	366
Conclusion	367
<b>12 Volunteers</b>	<b>377</b>
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
<b>13 Conclusion: Challenges for Public and Nonprofit Organizations</b>	<b>409</b>
What to Expect	409
Challenges for Strategic Human Resources Management	412
Change in Skill Requirements	413
References	415
Name Index	455
Subject Index	463