

PERSONNEL MANAGEMENT

(40 hours)

I. Introduction

Stahl,* pp. 1-11, 542-548, 577-582

- A. Definition
- B. The Role of Personnel Management in Administration
- C. Historical Development
- D. The Objectives of Personnel Management

II. The Elements of Personnel Management

A. Classification Systems

Stahl, pp. 169-207; Yoder, pp. 94-130; Guinot, pp. 16-25, 116-128

- 1. Employee
- 2. Position

B. Pay Policy and Administration

Stahl, pp. 208-242; Yoder, pp. 475-484, 520-525, 538-555; Guinot, pp. 129-157; Plantey, pp. 283-327

- 1. Determination of pay levels
- 2. Establishment of pay schedules
- 3. Administration

C. Employment Conditions

1. Recruitment

Stahl, pp. 59-82, Plantey, pp. 228-234

2. Examination

Stahl, pp. 83-118

3. Selection

Stahl, pp. 119-165

4. Status

Stahl, pp. 169-182, 463-467, Plantey, pp. 258-282

5. Hours of work and leaves

Stahl, pp. 402-411

6. Separations

Stahl, pp. 451, 479

7. Retirement systems

Stahl, pp. 480-508

D. Staff Development

1. Human relations and morale
Stahl, pp. 245-274
2. Performance appraisal
Stahl, pp. 314-334; Yoder, 561-580
3. Training
Stahl, pp. 335-380; Yoder, pp. 279-350
4. Career programs
Stahl, pp. 335-380; Yoder, pp. 279-350
5. Career development
Stahl, pp. 335-380; Yoder, pp. 279-350
6. Employee conduct
Stahl, pp. 415-450

III. Organization of Personnel Management

Stahl, pp. 511-560; Yoder, pp. 130-157; Guinot, pp. 158-168;
Guinot, pp. 158-168; Plantey, pp. 207-228

A. Line-staff Relationships

B. Centralization versus Decentralization

*Full titles of references are:

Stahl, Oscar Glen. Public personnel administration. 4th ed. of the previous work by Mosher, Kingsley, and Stahl. 1956.

The course outline is based largely on this textbook. Unfortunately for students here, it devotes a considerable amount of space to descriptions of the various civil service systems in the U.S. The students should skip over such material and concentrate their efforts on the portions dealing with the principles of personnel management. There is also an earlier edition available in the library (under Mosher, Kingsley and Stahl) which is substantially the same but not quite so up-to-date.

Yoder, Dale. Personnel management and industrial relations. 4th ed. 1956.

Students may have some difficulty in understanding this textbook because it is written more from an industrial relations point of view and in terminology peculiar to industrial and union organizations.

Guinot, J.P. et al. Guide pour l'établissement d'un statut du personnel des administrations civiles de l'Etat. 1951

This is a comparatively short book. It sticks to the substance of the subject without lengthly discussions of particular systems. Study of the book in its entirety is recommended.

Plantey, Alain. Traité pratique de la fonction publique. 1956.

This probably is the best book available on the French civil service system. It discusses the post-war changes in the system and the legal bases for them. These legal bases are still the bases for the system in Viet Nam.

Required reading should include at least:

The General Statute of the Civil Service

(Ord. 9 of 14 July 1950 as modified by Ord. 16 of 1 June 1953)

A typical cadre specific statut

(Giam-su: Decree No. 104-CV of 9 December 1950 as modified by Decree No. 49-NV of 1 June 1953)

Decree 175-NV of May 23, 1955

"Establishing functional salaries and allowances for Civil Servants ..."

BIBLIOGRAPHY

SUPERVISION AND HUMAN RELATIONS

658.3 Human Factors in Management
H79 - Schyler Dean Hoslett

658.3 The Supervision of Personnel
P47 Human Relations in the Management of Men
- John M. Pfiffner

658.3124 The Art of Administration
T22 - Ordway Tead

658.315 Effective Procedures for the Handling of Employee
V26 Grievances
- Louis J. Van Mol

351.1 Some Human Aspects of Administration
N63 - Hartvig Nissen

>Selecting Supervisors
- Milton M. Mandell and Sally H. Greenberg
(Personnel Methods Series No. 2, U.S. Civil Service Commission)

658.3124 Supervising People, 2nd Ed.
H16 - George D. Halsey

658.3124 Middle Management
N59 - Mary Cushing Howard Niles

351.3 A Thousand Questions on Supervision in Philippine Government
B73 - Dan M. Braum

658.3 Effective Supervision
B81 - Milon Brown

658.386 Supervisory Responsibility and Authority
Evl - Chester E. Evans

658.386 Selecting and Developing First-line Supervisors
H16 - George D. Halsey

658.3 Elements of Supervision
Sp8 - William R. Spriegel, Edward Schulz, and William B. Spriegel

658.3 Management and the Worker
R62 - F.J. Roethlisberger and William J. Dickson

658.3 Management and Morale
R62m - F.J. Roethlisberger

338.4 The Human Problems of an Industrial Civilization
M45 - Elton Mayo

358.3 Let's Be Human
B39 - John L. Beckley

Maynard
26 March '79

COURSE OUTLINE - ADMINISTRATIVE ANALYSIS
(40 Hours)

Introduction to Administrative Analysis

Scope of Organization and Methods Work
Objectives of Organization and Methods Activity
Responsibilities of Organization and Methods Analysts
Attitude and Approach

658 Rosenfeld, Albert A., Organization and Methods - To Chuc Va Phuong Phap, Unit I
R 72

651 Ross, H. John, Technique of Systems and Procedures, pp 1-30
R 73

Organization Planning

Principles of Organization Planning
Distribution of Functions
Delegation of Authority and Responsibility
Decentralization
Documentation of Organization and of Authority and Responsibility

658 Rosenfeld, Albert A., op.cit., Unit II
R 72

651 Terry, George R., Office Management and Control, pp 49-64 and 86-91
T 27

651 Littlefield, C. L. and R. L. Peterson, Modern Office Management, pp 39-55 and 80-100
L 73

Problem Solving

Defining Problem and Objectives
Planning Survey or Study
Gathering Facts
Organization and Analysis of Data
Development and Reporting of Conclusions
Implementation and Follow-Up

658 Rosenfeld, Albert A., op.cit., Unit III
R 72

353 Seckler-Hudson, Catherine, Organization and Management - Theory and Practice, pp. 198-217
Se 2

651 Ross, H. John, op.cit., pp 68-189
R 73

Survey Techniques

Organization Survey

658 Rosenfeld, Albert A., op.cit., Unit IV
R 72

651 Littlefield, C. L. and R. L. Peterson,
L73 op.cit., pp 80-100

651 Terry, George R., op.cit., pp 65-83
T 27

Work Simplification Surveys

Procedures Analysis

Work Distribution

Work Flow

Work Count

658 Rosenfeld, Albert A., op.cit., Unit V
R 72

651 Ross, H. John, op.cit., pp 190-215 and
R 73 288-329

651 Littlefield, C. L. and R. L. Peterson,
L 73 op.cit., pp 87-100

651 Terry, George R., op.cit., pp 594-624
T 27

Other Survey and Control Operations

658 Rosenfeld, Albert A., op.cit., Unit VI and Unit VII
R 72

Control of Administrative Issuances

651 Terry, George R., op.cit., pp 670-685
T 27

Control of Forms and Reports

651 Knox, Frank M., Design and Control of
K 77 Business Forms, pp 3-48

353 Seckler-Hudson, Catherine, op.cit., pp 220-237
Se 2

651 Ross, H. John, op.cit., pp 216-287
R 73

Records Management

651 Littlefield, C. L. and R. L. Peterson,
L 73 op.cit., pp 249-269

651 Neuner, John W. and Benjamin R. Haynes,
N 39 Office Management - Principles and Procedures
pp 488-491 and 553-558

Space Layout

651 Littlefield, C. L. and R. L. Peterson,
L 73 op.cit., pp 117-135

Office Machine Surveys

Administrative Inspections

COURSE OUTLINE - RECORDS MANAGEMENT
(20 hours)

Introduction and Definitions
(What are records? Why must they be managed?)

651.5 Public Administration Service, Public
Records Management, pp 1-16
B 79

Control of Records Creation

651 Littlefield, C. L. and R. L. Peterson,
L 73 Modern Office Management, pp 235-239

651 Terry, George R., Office Management and
Control, pp 245-261
T 27

651.7 Guide Letters
Un 3

651.7 Plain Letters
Un 3p

Mail Handling and Registration

651 Littlefield, C. L. and R. L. Peterson,
L73 op.cit. pp 243-246

651 Terry, George R., op.cit., pp 285-299
T 27

651 Neuner, John W. and Benjamin R. Haynes,
N 39 Office Management Principles and
Practices, pp 553-558

Files and Filing

Purpose and Use of Files

Equipment

Organization and Classification of Files

Files Maintenance

Centralization and Decentralization of Files

651.5 Odell, Margaret K. and Earl P. Strong,
Od 2 Records Management and Filing Operations

651.5 Bassett, E. D., and Peter L. Agnew,
B 29 Business Filing

651 Neuner, John W. and Benjamin R. Haynes,
N 39 op.cit., pp 488-491

651 Terry, George R., op.cit., pp 326-354
T 27

651 Littlefield, C. L. and R. L. Peterson,
L 73 op.cit., pp 249-269

Records Retirement
Records Centers and Archives

651.4 "Records Retention and Disposal-The Engineering
Am 3e Approach," James N. Flanagan in Engineering
for Paperwork Control, American Management
Association

651.5 Public Administration Service, Public Records
B 79 Management, pp 8-16

651.3 Federal Records Centers
Un 3

651.5 Schellenberger, T. R. The Appraisal of
Un 3 Modern Public Records

Records Management Surveys
Forms Design and Control

651 Knox, Frank M., Design and Control of
K77 Business Forms, pp 3-48

Reports Control

Microfilming