

## 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 lengthy 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  
H79 Human Factors in Management  
- Schyler Dean Hoslett
- 658.3  
P47 The Supervision of Personnel  
Human Relations in the Management of Men  
- John M. Pfiffner
- 658.3124  
T22 The Art of Administration  
- Ordway Tead
- 658.315  
V26 Effective Procedures for the Handling of Employee  
Grievances  
- Louis J. Van Mol
- 351.1  
N63 Some Human Aspects of Administration  
- Hartvig Nissen
- Selecting Supervisors  
- Milton M. Mandell and Sally H. Greenberg  
(Personnel Methods Series No. 2, U.S. Civil Service Commission)
- 658.3124  
H16 Supervising People, 2nd Ed.  
- George D. Halsey
- 658.3124  
N59 Middle Management  
- Mary Cushing Howard Niles
- 351.3  
B73 A Thousand Questions on Supervision in Philippine Government  
- Dan M. Braum
- 658.3  
B81 Effective Supervision  
- Milon Brown
- 658.386  
Ev1 Supervisory Responsibility and Authority  
- Chester E. Evans
- 658.386  
H16 Selecting and Developing First-line Supervisors  
- George D. Halsey
- 658.3  
Sp8 Elements of Supervision  
- 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

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## 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  
R 72     Methods - To Chuc Va Phuong Phap, Unit I
- 651     Ross, H. John, Technique of Systems and  
R 73     Procedures, pp 1-30

### 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  
T 27     Control, pp 49-64 and 86-91
- 651     Littlefield, C. L. and R. L. Peterson,  
L 73     Modern Office Management, pp 39-55 and 80-100

### 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  
Se 2     Management - Theory and Practice, pp. 198-217
- 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  
B 79        Records Management, pp 1-16

### 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  
T 27        Control, pp 245-261
- 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