O'Neill School of Public and Environmental Affairs
V/S373 –Human Resource Management in the Public Sector

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Phone: 812-929-2597

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Class Meeting: Tuesday/Thursday 1:10 – 2:30 p.m. Via Zoom

This is a Web-based class –
We will meet via Zoom on Tuesday's and Thursday's from 1:10 t 2:30 p.m.   Check the course canvas site for the meeting times and password to join via Zoom.

Office Hours: *by Appointment (due to Public Health Requirements students will schedule Zoom office hours by emailing the professor)*

Course Description: The organization and operation of public personnel management systems, with emphasis on concepts and techniques of job analysis, position classification, training, affirmative action, and motivation.

Course Overview and Objectives
In the past, public personnel management has been referred to as the "triumph of technique over purpose." Recently, however, the field has emerged into a dynamic and strategically important component of managing public organizations. A strategic approach to human resource management would be to consider all managers human resource managers—all managers need to be concerned with the concepts and techniques needed to carry out the <u>people</u> or <u>personnel</u> aspects of one's management job. This course attempts to provide a conceptual and strategic framework for understanding the management and operation of personnel systems in public work environments. During this period of "reinvention," the field of human resources management (HRM) has grown both in scope and sophistication so that it now addresses a wide range of issues and topics. This course addresses that changing role of the personnel system within the context of changes occurring in the external environment.

<u>Specifically, the course objectives are as follows:</u>

1. To familiarize you with the major HRM needs and activities of public organizations

2. To examine some of the major issues confronting public personnel managers

3. To help you recognize the impact that an organization's HRM practices can have on you as an employee

4. To enable you to be involved in managing your organization's human resources regardless of your specialty or type of organization

5. To provide you skills in the major human resource functional areas of job analysis, recruiting and selecting job candidates, determining compensation systems, appraising performance, dealing with equal opportunity, diversity, affirmative action and other legal issues.

O'Neill School expectations of civility and professional conduct[1]

The O'Neill School takes matters of honesty and integrity seriously because O'Neill is the training ground for future leaders in government, civic organizations, health organizations, and other institutions charged with providing resources for the public, and for members of society who are vulnerable and who are lacking in power and status. Precisely because O'Neill graduates tend to rise to positions of power and responsibility, it is critical that the lessons of honesty and integrity are learned early.

O'Neill requires that all members of its community – students, faculty, and staff – treat others with an attitude of mutual respect both in the classroom and during all academic and nonacademic activities outside the classroom. A student is expected to show respect through behavior that promotes conditions in which all students can learn without interruption or distraction. These behaviors foster an appropriate atmosphere inside and outside the classroom:

- Students are expected to attend class regularly and to be prepared for class.
- Students must be punctual in their arrival to class and be present and attentive for the duration of the class. Eating, sleeping, reading the newspaper, doing work for another class, wandering in and out of the classroom, and packing up or leaving class early are not civil or professional behaviors.
- Students must abide by the course policy regarding use of electronic devices in the classroom.
- Students must responsibly participate in class activities and during team meetings.
- Students must address faculty members, other students, and others appropriately and with respect, whether in person, in writing, or in electronic communications.
- Students must show tolerance and respect for diverse nationalities, religions, races, sexual orientations, and physical abilities.
- Students must not destroy or deface classroom property nor leave litter in the classroom.

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[1] These expectations are excerpted from the O'Neill School Honor Code which can be found at:
https://oneill.indiana.edu/doc/undergraduate/ugrd_student_honorcode.pdf

Required Text
This text has been added as an e-text to your Canvas Dashboard and has been included into the cost of the class.
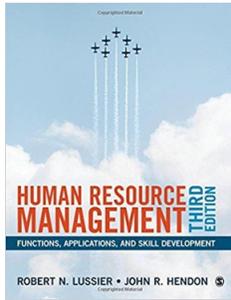
Human Resource Management, 3e, Functions, Applications, and Skill Development
ISBN: 1506360343
ISBN-13: 9781506360348
Authors: Robert N. Lussier and John R. Hendon

Required Reading
You will be required to complete an additional reading requirement for this course. You will select from one of the following;

1. Financial Analysis for HR Managers by Steven Director
2. Defining HR Success – 9 Critical Competencies for HR Professionals by Strobel, Kurtessis, Cohen and Alonso
3. HR on Purpose by Steve Browne
4. No Ego by Cy Wakeman
5. Reality-Based Rules of the Workplace by Cy Wakeman
6. The HR Scorecard – Linking People, Strategy, and Performance
7. The Talent Delusion – Tomas Chamorro-Premuzic

Guest Speakers
Public, nonprofit and private sector officials and executives may be invited to speak to the class. The dates and subjects will be announced according to their availability, and the schedule and syllabus will be revised accordingly. Attendance will be taken during guest presentations and material from these presentations may appear on an exam and/or quiz.

Course Requirements:

Syllabus Acknowledgement: Each student is to read, sign and upload the Syllabus Acknowledgement form. This form can be found on Canvas Assignments tab under Syllabus Acknowledgement.

Exams
There will be four (4) exams administered on Canvas using LockDown Browser and Respondus, including:

Three - 100-point exams administered in class, and

Final exam worth 150 pts.

As posted on the IU testing exam schedule for fall 2020:
https://enrollmentbulletin.indiana.edu/pages/finexpol.php?t=fall

If class beginning time is between	**Then the examination time will be**
12:20 and 1:20 p.m. Tu,Th,Sa	12:30-2:30 p.m., Thurs., December 17

All exams will be administered on Canvas utilizing LockDown Browser and Respondus Monitor. Exams are to be taken alone without assistance from your textbook, notes, other individuals or any additional support.

Exams will consist of multiple choice, true-false, and short answer. More details about exams will be covered prior to each exam. Exams cannot be made up, unless scheduled with the instructor **PRIOR** to the scheduled exam.

> **Note**: Material for exams will come from readings and lecture. Understand some material you will be required to read but we may not get to in lecture and some items we will talk about in class lecture that may not be in your readings.

> *Pro Tip:* If you show up and participate consistently in class and diligently do the readings on time, these exams should not cause you too much anxiety.

Chapter Quizzes/Assignments
Each week students will complete chapters quizzes or chapter related assignments. These quizzes/assignments are a reading check and too prepare students for upcoming exams.

Written Assignments 1- Book Review
Assignment will be submitted through TurnItIn
If you want to keep your summary anonymous, don't put your name on your paper.
Peer reviews will be anonymous

This assignment is to prepare you for reading books that HR Practitioners and CEO's are reading. I want you to research and choose a book (**not a textbook**) that relates to Human Resource Management. Below is a list of suggestions.

Books must be approved by instructor no later than Sunday, September 6th 11:59 p.m.

In addition to submitting your review, you will be required to provide a peer review of two classmates. Peer reviews will appear anonymously both to the reviewer and reviewee. Your peer reviews will be graded based on your responses to your classmates. Reminder, if you want your book review to say anonymous don't add your name when you submit your assignment. I will know, but your reviewer will not.

You must submit your book review on time to be assigned your peer reviews. If you fail to complete your peer reviews you will automatically receive a **10-point deduction for each review for a total of 20 points**.

Book Selection is due by Sunday, September 6th 11:59 p.m.
Draft of Book Summary is due by Sunday, November 1st, 11:59 p.m.
 (assignments submitted between Sunday, November 1 - Monday, November 2 11:59 p.m. will receive an automatic 10% deduction. After Monday, November 2, 11:59 p.m. assignments will receive a zero)

Final Book Summary is due Sunday, November 15th, 11:59 p.m.
(assignments submitted between Sunday, November 15 - Monday, November 16, 11:59 p.m. will receive an automatic 10% deduction. After Monday, November 16, 11:59 p.m. assignments will receive a zero)
Peer reviews will be assigned Tuesday, November 17, 8:00 a.m.
Peer reviews are due by **Sunday, November 22, 11:59 p.m.**

The purpose of this assignment is to allow you to understand the connection between the chapter material (textbook and website materials) and the "real business world". Simply quoting from the book, with no application of concept, will not allow for the optimal outcome. Be careful not to plagiarize; this will result in a grade of zero and possible disciplinary action.

After selecting your book, please follow these instructions to complete the review assignment. The review should be divided into the following sections using these headings:

The review should be divided into the following sections using these headings:

Section I: Book Summary - In this section write a clear, organized summary of the book. This should be a concise, thoughtful discussion of the key points of the book. This summary should be written in your own words; do not simply provide quotes from the book.

Section II: Application of Concepts - Explain concepts from the book in relation to terms or concepts from the course. Do not just write a textbook term and define it in relation to the book. Develop the information as the book relates to the material presented in the course.

Section III: Required Reference –
Make sure to cite the book and any additional sources in APA format at the end of the report. Grammar, Spelling, Punctuation and Word Usage - Correct grammar, sentence structure, punctuation, word usage and capitalization are worth up to 10% of your grade on this assignment.

Your book review should be
- double-spaced,
- using a 12-point Times New Roman or similar font,
- 1" margins on all sides.
- maximum of 3 full pages double spaced not less than 2 pages double spaced, not including title page and references. This is to help you learn to be concise.

Your assignment must conform to APA style. A grading rubric is provided under with the assignment.

Book Suggestions: I have posted to Canvas additional information on the list below. You can select one of these books or a book of your chose.

Book selection must be approved by instructor no later than Sunday, September 6th, 11:59 pm.

- Financial Analysis for HR Managers by Steven Director
- Defining HR Success – 9 Critical Competencies for HR Professionals by Strobel, Kurtessis, Cohen and Alonso

- HR on Purpose by Steve Browne
- No Ego by Cy Wakeman
- Reality-Based Leadership by Cy Wakeman
- The HR Scorecard – Linking People, Strategy, and Performance
- The Talent Delusion – Tomas Chamorro-Premuzic

Project deadlines:	Due Date
Identification of the book	Sept. 6
Draft	Nov. 1
Final written report	Nov. 15
1st Peer Review	Nov. 22
2nd Peer Review	Nov. 22

In-Class Activities
In-class activities will happen in nearly every class as part of your participation grade. They cannot be made up. Generally, they will require some writing and sharing of your own thoughts pertaining to the reading and discussions. They will be collected at the end of class.

> ***Pro Tip:*** When attending a face-2-face session, always bring paper and something to write with to class. A pencil with an eraser is preferable, since changes with ink can get messy and affect how many points are awarded for your answers. Plus, your neighbors may get tired of letting you "borrow" things that may or may not get returned. Even though you will often work in groups, your responses and participation are scored individually.
>
> Those attending via Zoom, you will submit your responses via Zoom Chat.

What is In-Class Participation?

In-class participation is:
- Raising and answering questions.
- Sharing ideas, observations, and personal experiences.
- Pointing out relevant data.
- Generating potential solutions.
- Relating and synthesizing the ideas of others.
- Pointing out relationships to earlier discussions.
- Helping others develop their views and ideas.

In-class participation **is NOT**:
- An opportunity for the instructor to appear more knowledgeable than you.
- An opportunity for the most extroverted or vocal students to continually offer their ideas while everyone sits there quietly.
- Asking about course administration topics. Those should be asked outside of class via email, office hours, or schedule a private Zoom meeting.

In-class participation is an opportunity to:
- Make class interesting.
- Explore ideas both closely to and sometimes tangentially related to the topic for the day.
- Substantively engage course material that is complex.

- Examine issues from multiple perspectives.
- Practice speaking in front of a large group conveying complex thoughts/ideas.
- Discuss topics about which you are uncertain in a safe environment. No one should be "afraid to be wrong" in this course. Also, if you are confused or have questions, it is likely others do too. Speak up.

Grading Policy: Graded items are valued as follows:

Exams (3@ 100 pts each)		300 pts.
Final Exam		150 pts.
Book Summary		
Identification of book	5 pts.	
Draft	15 pts.	
Final written report	50 pts.	
1st Peer Review	10 pts.	
2nd Peer Review	10 pts.	90 pts
Syllabus Acknowledgement		5 pts.
Class session participation		Vary
Chapters Quizzes/Assignments		Vary

Note: Points will vary depending on in class activities and Canvas discussion questions and quizzes.

Grading

- To pass the course, students must demonstrate at least minimum attainment of the learning objectives. All of your work should reflect critical thinking, intellectual effort, and attention to detail. If you have a question about a grade or assignment schedule an appointment or come during office hours to discuss. This must be done within a week of the grade being posted, after the grade will stand. Do not wait until the last week or two of class to discuss a grade or assignment past the due date because you "just have to have an A" in the class. Stay on top of your assignments and grades throughout the semester. **When appropriate assignments will be submitted through Turnitin on Canvas**.

Late Submission of Assignments
Due dates for all assignments can be found on Canvas-Assignments tab. Pay attention to the Assignments tab, any changes or adjustments will be reflected on this tab.

Failure to submit an assignment by the due date/time will result in a 10% deduction of the assignment's point value up to 24-hours past the deadline. After a 24-hour period a grade of "0" will be assigned.

Please make sure you are aware that the "due" date is different from the "available until" date in Canvas. Assignments are available for 24-hours after the due date to allow for late submissions. Do not confuse the two; assignments should be submitted by the "**due date**" and time.
There are no make-up examinations or assignments unless there are dire circumstances. If such dire circumstances arise, the instructor must be notified through e-mail prior to the exam or assignment due date and the student must document the reason for the absence. I will decide whether the reason warrants missing an exam or assignment and will award a grade of zero if it does not. I reserve the right to ask different questions on make-up exams and assignments.

If you require additional time or accommodations provide ADS accommodations by the end of the second week of class. I will make the appropriate adjustments to your individual Canvas assignment.

Syllabus Disclaimer
The instructor reserves the right to change the syllabus as needed throughout the course of the semester. Whenever a change is made, students will be notified as early as possible during class and/or via Canvas announcement about the change. **Note:** If changes to assignment due dates are made, they will never be moved earlier than the date stated on this syllabus.

Academic integrity. http://www.iu.edu/~code/.

Note Selling: Several commercial services have approached students regarding selling class notes/study guides to their classmates. Selling the instructor's notes/study guides in this course is not permitted. Violations of this policy will be reported to the Dean of Students as academic misconduct (violation of course rules). Sanctions for academic misconduct may include a failing grade on the assignment for which the notes/study guides are being sold, a reduction in your final course grade, or a failing grade in the course, among other possibilities. Additionally, you should know that selling a faculty member's notes/study guides individually or on behalf of one of these services using IU email, or via Canvas may also constitute a violation of IU information technology and IU intellectual property policies; additional consequences may result.

Online Course Materials: The faculty member teaching this course holds the exclusive right to distribute, modify, post, and reproduce course materials, including all written materials, study guides, lectures, assignments, exercises, and exams. While you are permitted to take notes on the online materials and lectures posted for this course for your personal use, you are not permitted to re-post in another forum, distribute, or reproduce content from this course without the express written permission of the faculty member. Any violation of this course rule will be reported to the appropriate university offices and officials, including to the Dean of Students as academic misconduct.

Course Withdrawal
Students who stop attending class without properly withdrawing from the class (by the Auto W date mandated by the registrar: **Sunday, October 25th, 2020**) will receive a grade of F. It is important to withdraw from a course within specified timeframes (refer to the Office of the Registrar website at http://registrar.indiana.edu/policies/index.shtml).

Late Withdrawals.
Student must present their request to the instructor and relevant Program Director, and must be based on dire circumstances relating to extended illness or equivalent distress (IU Enrollment and Student Academic Information Bulletin). Requests to drop due to a failing grade will not be approved. The student must be passing the course at the time of withdrawal.

Course Policies:

Enforcement of Public Health Requirements

Masks and Physical Distancing Requirements

In recognition of what all IU community members owe to each other all students, staff, and faculty signed an acknowledgement of their responsibility to follow public health measures as a condition returning to the campus this fall. Included in that commitment were requirements for wearing masks in all IU buildings and maintaining physical distancing in all IU buildings. Both are classroom requirements.

Both requirements are necessary for us to protect each other from transmission of COVID-19.

- Therefore, if a student is present in class without a mask, the instructor will ask the student to put a mask on immediately or leave the class.
  - If a student comes to class a second time without a mask, the student's final grade will be reduced by one letter (e.g., from an A to a B, for instance), and the instructor will report the student to the Office of Student Conduct of the Division of Student Affairs.
  - If a student refuses to put a mask on after being instructed to do so, the instructor may end the class immediately, and report the student to the Office of Student Conduct. The student will be summarily suspended from the university pursuant to IU's Summary Suspension Policy

- If Student Conduct receives three cumulative reports from any combination of instructors or staff members that a student is not complying with the requirements of masking and physical distancing, the student will be summarily suspended from the university for the semester.

Summary Suspension Policy

"A student may be summarily suspended from the university and summarily excluded from university property and programs by the Provost or designee of a university campus. The Provost or designee may act summarily without following the hearing procedures established by this section if the officer is satisfied that the student's continued presence on the campus constitutes a serious threat of harm to the student or to any other person on the campus or to the property of the university or property of other persons on the university campus."

The Provost has determined that refusal to comply with the public health requirements specified in the Student Commitment form, including the requirement of wearing a mask in all IU buildings, constitutes "a serious threat of harm to other persons" within the meaning of the summary suspension policy. In addition, the Provost has determined that a person who does not comply with these requirements, as evidenced by three credible violations of the policy reported to the campus from any source, constitutes "a serious threat of harm to other persons" within the meaning of the summary suspension policy.

Student Rights

Any student who believes another person in a class is threatening the safety of the class by not wearing a mask or observing physical distancing requirements may leave the class without consequence.

Technology Use
Instructors may establish their own policies EXCEPT, in light of the safety concerns we face as an educational institution, the university highly recommends that professors have at least *one phone active during class*, ideally their own. Campus alerts are sent through text and email, so somehow each instructor needs to be informed immediately if there is an alert on campus. Information is provided in the form of Faculty Quick Guides https://protect.iu.edu/education/faculty-quick-guides.html that specifically advises use of a classroom policy to require at least one phone to be on. Although it can be awkward for an instructor to have their phone ring occasionally during class, the students in a class should know there is a reason why it is not silent.

Additional information for students:

Counseling and Psychological Services

For information about services offered to students by CAPS:
http://healthcenter.indiana.edu/counseling/index.shtml.

Religious Observation
In accordance with the Office of the Dean of Faculties, any student who wishes to receive an excused absence from class must submit a request form available from the Dean of Faculties for each day to be absent. This form must be presented to the course instructor by the end of the second week of this semester. A separate form must be submitted for each day. The instructor will fill in the bottom section of the form and then return the original to the student. Information about the policy on religious observation can be found at the following website: https://policies.iu.edu/policies/aca-59-accommodation-religious-observances/index.html.

Disability Services for Students
Securing accommodations for a student with disabilities is a responsibility shared by the student, the instructor and the DSS Office. For information about support services or accommodations available to students with disabilities, and for the procedures to be followed by students and instructors: https://studentaffairs.indiana.edu/student-support/disability-services/index.html.

Sexual Harassment
As your instructor, one of my responsibilities is to help create a safe learning environment on our campus. Title IX and our own Sexual Misconduct policy prohibit sexual misconduct. If you have experienced sexual misconduct, or know someone who has, the University can help.

If you are seeking help and would like to talk to someone confidentially, you can make an appointment with:
    i.   The Sexual Assault Crisis Service (SACS) at 812-855-8900
    ii.   Counseling and Psychological Services (CAPS) at 812-855-5711
    iii.   Confidential Victim Advocates (CVA) at 812-856-2469
    iv.   IU Health Center at 812-855-4011

For more information about available resources: http://stopsexualviolence.iu.edu/help/index.html. It is also important to know that federal regulations and University policy require me to promptly convey any information about potential sexual misconduct known to me to our campus' Deputy Title IX Coordinator or IU's Title IX Coordinator. In that event, they will work with a small number of others on campus to ensure that appropriate measures are taken and resources are made available to the student who may have been harmed. Protecting a student's privacy is of utmost concern, and all involved will only share information with those that need to know to ensure the University can respond and assist. I encourage you to visit http://stopsexualviolence.iu.edu/help/index.html to learn more.

Commitment to Diversity: Find your home and community at IU

Asian Culture Center
Address: 807 East Tenth Street, Bloomington, IN 47408
Phone: 812-856-5361
Email: acc@indiana.edu
Website: https://asianresource.indiana.edu/index.html

First Nations Educational & Cultural Center
Address: 712 E 8th St., Bloomington, IN 47408
Phone: 812-855-4814
Email: fnecc@indiana.edu
Website: https://firstnations.indiana.edu/contact/index.html

LGBTQ+ Culture Center
Address: 705 E 7th St., Bloomington, Indiana 47408
Phone: 812-855-4252
Email: glbtserv@indiana.edu
Website: https://lgbtq.indiana.edu/contact/index.html

La Casa Latino Culture Center
Address: 715 E 7th St., Bloomington IN, 47408
Phone: 812-855-0174
Email: lacasa@indiana.edu
Website: https://lacasa.indiana.edu/

Neal Marshall Black Culture Center
Address: 275 N Jordan Ave Bloomington, Indiana 47405
Phone: 812-855-9271
Email: nmgrad@indiana.edu
Website: https://blackculture.indiana.edu/index.html