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# Human Resources

01/02

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## Human Resources

01/02

*Eleventh Edition*

### EDITOR

#### **Fred H. Maidment**

Dr. Fred Maidment received his bachelor's degree from New York University and his master's degree from Bernard M. Baruch College of the City University of New York. In 1983 he received his doctorate from the University of South Carolina. His research interests include training and development in industry. He resides in Kansas City, Missouri, with his wife and children.

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**Fred H. Maidment**

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In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the public press in providing current, first-rate educational information in a broad spectrum of interest areas. Many of these articles are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully collected, organized, indexed, and reproduced in a low-cost format, which provides easy and permanent access when the material is needed. That is the role played by ANNUAL EDITIONS.

New to ANNUAL EDITIONS is the inclusion of related World Wide Web sites. These sites have been selected by our editorial staff to represent some of the best resources found on the World Wide Web today. Through our carefully developed topic guide, we have linked these Web resources to the articles covered in this ANNUAL EDITIONS reader. We think that you will find this volume useful, and we hope that you will take a moment to visit us on the Web at <http://www.dushkin.com> to tell us what you think.

The practice of human resource management is evolving into an exciting and highly diverse profession. Changes in the economic, social, and political forces in countries all over the world have made the study and practice of human resource management a key factor in the success of any organization.

Management must respond to these forces in many ways, not the least of which is the effort to keep current with the various developments in the field. The 48 articles that have been chosen for *Annual Editions: Human Resources 01/02* reflect an outstanding cross section of the current articles in the field. The volume addresses the various component parts of HRM (human resource management) from compensation, training, and discipline to international implications for the worker and the employer. Articles have been chosen from leading business magazines such as *Business Week* and journals such as *Workforce* to provide a wide sampling of the latest thinking in the field of human resources.

*Annual Editions: Human Resources 01/02* contains a number of features designed to be useful for people interested in human resource management. These features include a *topic guide* to locate articles on specific subjects, selected *World Wide Web* sites, which are cross-referenced by number in the topic guide, for further exploration, as well as a *table of contents* with abstracts that summarize each article with bold italicized key

words. The volume is organized into seven units, each dealing with specific interrelated topics in human resources. Every unit begins with an overview that provides background information for the articles in the section. This will enable the reader to place the selection in the context of the larger issues concerning human resources. Important topics are emphasized and challenge questions that address major themes are presented.

This is the eleventh edition of *Annual Editions: Human Resources*. It is hoped that many more that address these important issues will follow. We believe that the collection is the most complete and useful compilation of current material available to the human resource management student. We would like to have your response to this volume, for we are interested in your opinions and recommendations. Please take a few minutes to complete and return the postage-paid *article rating form* at the back of the volume. Any book can be improved, and we need your help to continue to improve *Annual Editions: Human Resources*.



Fred Maidment  
Editor

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<i>The history of the human resources</i> movement is outlined in this article celebrating the 50th anniversary of <i>HR Magazine</i> .	
2. <b>The Dual Loyalty Dilemma for HR Managers Under Title VII Compliance</b> , Jeffrey A. Mello, <i>SAM Advanced Management Journal</i> , Winter 2000.	18
HR managers are faced with a dilemma when it comes to <b>Title VII compliance</b> . Do they represent the company or the employee?	
<b>B. HUMAN RESOURCES AND CORPORATE STRATEGY</b>	
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4. <b>Due Diligence: The Devil in the Details</b> , Samuel Greengard, <i>Workforce</i> , October 1999.	28
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5. <b>A New Mandate for Human Resources</b> , Dave Ulrich, <i>Harvard Business Review</i> , January/February 1998.	31
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6. <b>The HR Side of Sears' Comeback</b> , Jennifer Laabs, <i>Workforce</i> , March 1999.	39
Sears has made a major turnaround over the past 5 years, and this <b>financial and cultural transformation has been driven by human resources</b> .	
7. <b>Taking Your Seat 'At the Table,'</b> Lin Gensing-Pophal, <i>HR Magazine</i> , March 1999.	43
If HR professionals are to be effective in helping to develop <b>the strategic plan of their organization</b> , then they are going to have to develop a strategy to get there.	
8. <b>Get Ready for the Net Generation</b> , Mark L. Alch, <i>Training &amp; Development</i> , February 2000.	45
You have heard of the Boomers, the bust, and the Gen Xers. Now it is the <b>"Net Generation."</b> Raised on computers, they will have a different view and attitude from their predecessors.	



## Human Resource Management in Perspective

Eleven selections examine the current environment of human resource management with special emphasis on corporate strategy, the Americans with Disabilities Act, and sexual harassment.



## Meeting Human Resource Requirements

Seven articles discuss the dynamics of human resource job requirements, planning, selection, recruitment, and information systems.

### C. AMERICANS WITH DISABILITIES ACT

9. **ADA: The Law Meets Medicine**, Timothy S. Bland, *HR Magazine*, January 1999. **47**

The courts have been giving mixed messages as to **what constitutes a disability under the Americans With Disabilities Act (ADA)**. The Supreme Court will eventually have to rule on this, but, in the meantime, this article addresses some strategies that employers can use to help these employees.

### D. SEXUAL HARASSMENT

10. **Sexual Harassment: New Rules, New Behavior**, Joanne Cole, *HRfocus*, March 1999. **50**

**Sexual harassment** has been a concern of management for over a decade. Now there are some additional rules that are troublesome.

11. **Sexual Harassment in Small Government Units: An Investigation of Policies and Attitudes**, Bruce J. Eberhardt, Steven B. Moser, and David McFadden, *Public Personnel Management*, Fall 1999. **53**

**Sexual harassment** has certainly been in the news and everyone is aware of it. Unfortunately, many small government units do not seem to be paying attention.

### Overview **60**

#### A. JOB REQUIREMENTS

12. **There Is No Future for the Workplace**, John Challenger, *Public Management*, February 1999. **62**

In the future, **fewer people will be tied to the office** or the factory. More people will work at home and in other self-directed areas than is the case today.

#### B. HUMAN RESOURCE PLANNING, SELECTION, AND RECRUITMENT

13. **Hiring on the Web**, Scott Hays, *Workforce*, August 1999. **65**

Looking for new, qualified employees? The **World Wide Web** is the place to go.

14. **How and When to Outsource Recruiting**, Scott Hays, *Workforce*, August 1999. **70**

Many organizations use **recruiters to help them find new employees**. But this source needs to be properly used if it is going to be effective.

15. **Is Anybody Out There?** Alex Markels, *Working Woman*, June 1998. **72**

For the first time in decades, **the labor market is tight**. Alex Markels reveals how organizations are addressing this situation.



16. **Is Diversity Working?** Robert J. Grossman, *HR Magazine*, March 2000. 76

**Diversity** is now the “in” word among HR professionals, but does it adequately address race, gender, sexual preference, and other issues, or are there better ways to deal with them?

17. **Race in the Workplace**, Robert J. Grossman, *HR Magazine*, March 2000. 81

**Race is still an issue within the workplace.** Colorblindness has certainly not been achieved, although some progress is being made.

### C. HUMAN RESOURCES INFORMATION SYSTEMS

18. **Technology Finally Advances HR**, Samuel Greengard, *Workforce*, January 2000. 85

HR is finally making use of **the new tools that technology provides**, and this will help in finding and keeping employees.

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#### A. MOTIVATING EMPLOYEES

19. **Practicing What We Preach About People**, James A. Finkelstein, *Vital Speeches of the Day*, October 1, 1999. 90

Even organizations on the cutting edge of technology have to realize that it is not printed circuits or the Internet that get things done—they are not the heart and soul of the organization. It is **people and the way that you treat them** that will determine success.

20. **Attracting, Retaining, and Motivating Capable People: A Key to Competitive Advantage**, Richard McBain, *Manager Update*, Winter 1999. 94

If organizations are going to be successful, they are going to have **to attract and retain the best people**. If they do not, then those people will go to the organization's competitors.

21. **Practical Lessons for Designing an Economic Value Incentive Plan**, Don Delves, *Compensation & Benefits Review*, March/April 1999. 99

How can organizations get the most for their money when **using incentive plans**? One way that has some real possibilities is to use the concept of economic value.

#### B. FACILITATING COMMUNICATION

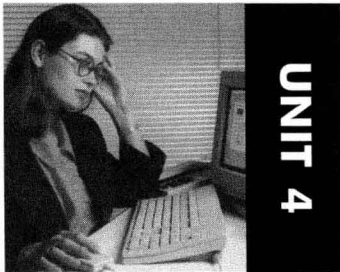
22. **True Tales and Tall Tales: The Power of Organizational Storytelling**, Beverly Kaye and Betsy Jacobson, *Training & Development*, March 1999. 107

The stories that survive in an organization are important because they say a lot about **the organization, its vision, and its values**.



## Creating a Productive Work Environment

Six selections examine how to increase productivity in the workplace by motivating employees, developing effective communication channels, and providing good leadership and direction.



## Developing Effective Human Resources

Four articles discuss how to develop human resources through employee training and career development.

23. **Achieving Harmony in the Workplace**, Phillip M. Perry, 113  
*Area Development*, November 1999.  
When people work together, frequently employee conflicts occur. Appropriate strategies for ***dealing with these conflicts*** is the subject of this essay.
24. **Show Them Where You're Headed**, Jennifer Laabs, 116  
*Workforce*, November 1998.  
Workers tend to be more committed and to do a better job when they know why they are doing a particular job and how that job relates to ***the organization's success and eventually to their own.***

### Overview

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#### A. TRAINING EMPLOYEES

25. **Sharpening the Leading Edge**, Laurie J. Bassi and Mark E. Van Buren, *Training & Development*, January 1999.  
***The training industry*** is experiencing significant growth, and those corporations that are dedicated to training their employees are doing very well.
26. **Aligning Training With Business Objectives**, Donald V. McCain, *HRfocus*, February 1999.  
***For trainers to be successful*** in their organizations, they must meet the needs of their organizations. Finding out what those needs are and what to do about them is emphasized in this article.

#### B. CAREER AND STAFF DEVELOPMENT

27. **Use the Web to Check Out Those Job Applicants**, 134  
Phillip M. Perry, *New England Printer & Publisher*, February 1999.  
One of the new sources for checking on prospective employees' backgrounds is the Internet. This article outlines some of the ***advantages and pitfalls of using information found on the Web.***
28. **Cream in Labor Market's Churn: Why Job Losses Are Rising Amid Job Hunters' Nirvana**, Michael M. Weinstein, *New York Times*, July 22, 1999.  
Many jobs are disappearing, but new jobs are being created as ***the American economy streamlines itself*** to be increasingly more competitive.

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### A. MANAGING EMPLOYEE COMPENSATION

29. **Pros & Cons of Pay for Performance**, Scott Hays, 142  
*Workforce*, February 1999.

Do **incentive programs** pay off? Some say yes and some say no, but one thing is certain: There is controversy over the value of pay for performance both for the company and the employee.

### B. INCENTIVE COMPENSATION

30. **Dues-Paying: Managing the Costs of Recognition**, 145  
Robert Ford and John Newstrom, *Business Horizons*,  
July/August 1999.

**When you get promoted**, how will your coworkers respond to your reward? They probably will accept your success if you have, in their estimation, paid your dues. But, if you have not, you could experience trouble.

### C. EXECUTIVE PAY

31. **Executive Pay**, Jennifer Reingold, *Business Week*, April 17, 2000. 152

**What highly paid executives make** and how they make it is the subject of this report. However, the question remains: Are all of these people really worth it?

32. **Executive Pay and Its Critics**, Philip R. Lochner Jr., 160  
*Directors & Boards*, Winter 2000.

**Executive pay** is often the target of criticism that is aimed at corporations. How to avoid or deal with that criticism when it comes is the subject of this article.

### D. HEALTH AND SAFETY

33. **Overload**, Jennifer Laabs, *Workforce*, January 1999. 164

In many organizations there is just as much **work to do today as there was a few years ago**, and often there is more. The only problem is that there are fewer people to do it, which is causing stress and burnout that must be dealt with by employers.

34. **Dealing With the Dark Side**, Dominic Bencivenga, 171  
*HR Magazine*, January 1999.

Can an employer **fire an employee** who has a potentially dangerous psychotic condition? The answer is yes, especially if the employee represents a danger to himself and others. But you had better be careful!

35. **Less Stress, More Productivity**, Phillip M. Perry, *Area Development*, May 1999. 175

**Spotting signs of employee stress** and learning how to deal with stress in an organization is the subject of this essay.



## Implementing Compensation, Benefits, and Workplace Safety

Ten articles discuss employee compensation, incentive arrangements, executive pay, and health and safety considerations.



## Fostering Employee/ Management Relationships

Five selections examine the dynamics of labor relations, collective bargaining, disciplinary action, temporary employees, and workplace ethics.

### 36. They Want More Support—Inside and Outside of Work, Jennifer Laabs, *Workforce*, November 1998. 177

Workers are **trying to balance their personal and work lives** in order to reduce stress. They are looking to their employers for support in these efforts.

#### E. BENEFITS

### 37. Demand Performance for Benefits, Jennifer Laabs, *Workforce*, January 2000. 180

**Benefits** are valuable to the employee. But employees need to realize that in order to keep these benefits, they are going to have to perform well so that the organization will be successful and can maintain the benefits.

### 38. British Government Shakes Up Benefits Environment, *Employee Benefit Plan Review*, January 2000. 183

In addition to the United States, **benefits are also an issue in other areas of the world**. Today, British companies are offering extended pensions to people who have not had them before.

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#### A. DYNAMICS OF LABOR RELATIONS, COLLECTIVE BARGAINING, AND CONTRACT ADMINISTRATION

### 39. Unions: New Activism or Old Adversarial Approach? Stephenie Overman, *HRfocus*, May 1999. 188

Unions are seeking to unionize workers in industries that have traditionally not been unionized. Does this represent **a new activism on the part of unions** or the old adversarial approach?

#### B. DISCIPLINARY ACTION

### 40. To Catch a Thief, James D. Hansen and Thomas A. Buckhoff, *Journal of Accountancy*, March 2000. 190

**Employee fraud** is expensive. This article examines white-collar crime in the workplace and what businesses are or should be doing to prevent and detect fraud.

### 41. Values-Based Discipline, Gregg Guetschow, *Public Management*, May 1999. 193

When **disciplining employees**, an organization must remain true to its core values if the program is to be effective.



### C. TEMPORARY AND PART-TIME EMPLOYEES

- 42. Temp Firms Turn Up the Heat on Hiring,** Brenda Paik Sunoo, *Workforce*, April 1999. **196**  
In an economy that has very low unemployment, it is **difficult to find temporary employees**. This article has some suggestions and ideas on how to deal with this problem.

### D. ETHICS

- 43. Cutting Off the Supply Side of Bribes,** Ron Berenbeim, *Vital Speeches of the Day*, April 15, 1999. **199**  
Dealing with corruption is not easy, especially on the international level. This speech considers some of those problems.

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- 44. The Impact of 'Inpats,'** Carla Joinson, *HR Magazine*, April 1999. **204**  
As companies **look for qualified personnel**, more companies are going to have to look outside the United States. This presents special problems for both companies and their new employees.
- 45. The Growing Pains of Globalizing HR,** Rich Wellins and Sheila Rioux, *Training & Development*, May 2000. **207**  
**Globalizing** the HR function is not easy. There are many actions that must be taken and very different circumstances under which they need to be accomplished.
- 46. Don't Get Burned by Hot New Markets,** Charlene Marmer Solomon, *Global Workforce*, January 1998. **211**  
**Customs and practices differ** in many ways throughout the world. Human resource professionals need to be aware of and to consider those differences when practicing their craft.
- 47. Why HR Managers Need to Think Globally,** Carla Joinson, *HR Magazine*, April 1998. **219**  
HR managers need to be proactive in their search for solutions to their **human resource challenges**. Carla Joinson gives some hints on how to do that.
- 48. Labor Isn't Playing Dead Anymore,** *Business Week*, May 8, 2000. **224**  
During **the downturn in Korea**, labor cooperated with the government and industry. But now that the economy has turned around, workers want their share.

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## International Human Resource Management

Five articles discuss the increasing globalization of human resource management.

### C. TEMPORARY AND PART-TIME EMPLOYEES

- 42. Temp Firms Turn Up the Heat on Hiring,** Brenda Paik Sunoo, *Workforce*, April 1999. **196**  
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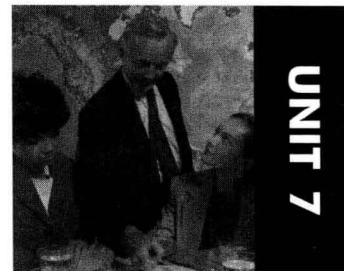
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# Topic Guide

This topic guide suggests how the selections and World Wide Web sites found in the next section of this book relate to topics of traditional concern to human resources students and professionals. It is useful for locating interrelated articles and Web sites for reading and research. The guide is arranged alphabetically according to topic.

The relevant Web sites, which are numbered and annotated on pages 4 and 5, are easily identified by the Web icon (●) under the topic articles. By linking the articles and the Web sites by topic, this ANNUAL EDITIONS reader becomes a powerful learning and research tool.

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
<b>Benefits</b>	<ol style="list-style-type: none"><li>1. HR Comes of Age</li><li>4. Due Diligence</li><li>5. New Mandate for Human Resources</li><li>9. ADA: The Law Meets Medicine</li><li>16. Is Diversity Working?</li><li>17. Race in the Workplace</li><li>18. Technology Finally Advances HR</li><li>20. Attracting, Retaining, and Motivating Capable People</li><li>21. Practical Lessons</li><li>26. Aligning Training With Business</li><li>29. Pros &amp; Cons of Pay for Performance</li><li>31. Executive Pay</li><li>32. Executive Pay and Its Critics</li><li>33. Overload</li><li>34. Dealing With the Dark Side</li><li>35. Less Stress, More Productivity</li><li>36. They Want More Support</li><li>37. Demand Performance for Benefits</li><li>38. British Government Shakes Up Benefits Environment</li><li>44. Impact of 'Inputs'</li></ol> <p>● <b>4, 23, 25, 26</b></p>	<b>Communication</b>	<ol style="list-style-type: none"><li>3. Hiring to Fit</li><li>4. Due Diligence</li><li>7. Taking Your Seat 'At the Table'</li><li>8. Get Ready for the Net Generation</li><li>18. Technology Finally Advances HR</li><li>19. Practicing What We Preach</li><li>22. True Tales and Tall Tales</li><li>23. Achieving Harmony</li><li>25. Sharpening the Leading Edge</li><li>26. Aligning Training With Business</li><li>27. Use the Web</li><li>33. Overload</li><li>34. Dealing With the Dark Side</li><li>40. To Catch a Thief</li><li>41. Values-Based Discipline</li><li>45. Growing Pains of Globalizing HR</li><li>47. Why HR Managers Need to Think Globally</li></ol> <p>● <b>9, 15, 17, 18, 19, 20, 22, 23, 26, 28, 29</b></p>
<b>Blue-Collar Workforce</b>	<ol style="list-style-type: none"><li>1. HR Comes of Age</li><li>4. Due Diligence</li><li>8. Get Ready for the Net Generation</li><li>12. There Is No Future</li><li>15. Is Anybody Out There?</li><li>16. Is Diversity Working?</li><li>17. Race in the Workplace</li><li>23. Achieving Harmony</li><li>34. Dealing With the Dark Side</li><li>35. Less Stress, More Productivity</li><li>36. They Want More Support</li><li>37. Demand Performance for Benefits</li><li>38. British Government Shakes Up Benefits Environment</li><li>39. Unions</li><li>41. Values-Based Discipline</li><li>42. Temp Firms Turn Up the Heat</li><li>48. Labor Isn't Playing Dead Anymore</li></ol> <p>● <b>1, 2, 4, 5, 6, 11, 15, 16, 22, 23, 25, 26</b></p>	<b>Compensation</b>	<ol style="list-style-type: none"><li>4. Due Diligence</li><li>12. There Is No Future</li><li>13. Hiring on the Web</li><li>14. How and When to Outsource</li><li>15. Is Anybody Out There?</li><li>16. Is Diversity Working?</li><li>17. Race in the Workplace</li><li>20. Attracting, Retaining, and Motivating Capable People</li><li>21. Practical Lessons</li><li>28. Cream in Labor Market's Churn</li><li>29. Pros &amp; Cons of Pay for Performance</li><li>30. Dues-Paying</li><li>31. Executive Pay</li><li>32. Executive Pay and Its Critics</li><li>37. Demand Performance for Benefits</li><li>38. British Government Shakes Up Benefits Environment</li><li>44. Impact of 'Inputs'</li><li>45. Growing Pains of Globalizing HR</li><li>46. Don't Get Burned</li><li>48. Labor Isn't Playing Dead Anymore</li></ol> <p>● <b>4, 8, 17, 24, 28</b></p>
<b>Career Development</b>	<ol style="list-style-type: none"><li>3. Hiring to Fit</li><li>4. Due Diligence</li><li>5. New Mandate for Human Resources</li><li>6. HR Side of Sears' Comeback</li><li>8. Get Ready for the Net Generation</li><li>12. There Is No Future</li><li>13. Hiring on the Web</li><li>14. How and When to Outsource</li><li>15. Is Anybody Out There?</li><li>16. Is Diversity Working?</li><li>17. Race in the Workplace</li><li>19. Practicing What We Preach</li><li>20. Attracting, Retaining, and Motivating Capable People</li><li>24. Show Them Where You're Headed</li><li>25. Sharpening the Leading Edge</li><li>26. Aligning Training With Business</li><li>27. Use the Web</li><li>28. Cream in Labor Market's Churn</li><li>29. Pros &amp; Cons of Pay for Performance</li><li>30. Dues-Paying</li><li>31. Executive Pay</li><li>32. Executive Pay and Its Critics</li></ol>	<b>Corporate Strategy and Human Resources</b>	<ol style="list-style-type: none"><li>2. Dual Loyalty Dilemma</li><li>3. Hiring to Fit</li><li>4. Due Diligence</li><li>5. New Mandate for Human Resources</li><li>6. HR Side of the Sears' Comeback</li><li>12. There Is No Future</li><li>15. Is Anybody Out There?</li><li>16. Is Diversity Working?</li><li>17. Race in the Workplace</li><li>18. Technology Finally Advances HR</li><li>19. Practicing What We Preach</li><li>24. Show Them Where You're Headed</li><li>25. Sharpening the Leading Edge</li><li>26. Aligning Training With Business</li><li>31. Executive Pay</li><li>32. Executive Pay and Its Critics</li><li>35. Less Stress, More Productivity</li><li>37. Demand Performance for Benefits</li><li>44. Impact of 'Inputs'</li><li>45. Growing Pains of Globalizing HR</li></ol>

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
<b>Corporate Strategy and Human Resources (continued)</b>	47. Why HR Managers Need to Think Globally • <b>3, 4, 8, 11, 13, 14, 15, 16, 17, 19, 22, 27</b>		28. Cream in Labor Market's Churn 29. Pros & Cons of Pay for Performance 30. Dues-Paying 31. Executive Pay 32. Executive Pay and Its Critics 37. Demand Performance for Benefits 41. Values-Based Discipline 43. Cutting Off the Supply Side 44. Impact of 'Inputs' • <b>1, 2, 6, 12, 13, 15, 16, 18, 19, 20, 27</b>
<b>Education and Training</b>	1. HR Comes of Age 3. Hiring to Fit 5. New Mandate for Human Resources 8. Get Ready for the Net Generation 9. ADA: The Law Meets Medicine 10. Sexual Harassment 11. Sexual Harassment in Small Government Units 16. Is Diversity Working? 17. Race in the Workplace 18. Technology Finally Advances HR 25. Sharpening the Leading Edge 26. Aligning Training With Business 42. Temp Firms Turn Up the Heat 43. Cutting Off the Supply Side 44. Impact of 'Inputs' 45. Growing Pains of Globalizing HR • <b>4, 5, 8, 15, 17, 20</b>	<b>Minorities in the Workforce</b>	2. Dual Loyalty Dilemma 3. Hiring to Fit 9. ADA: The Law Meets Medicine 16. Is Diversity Working? 17. Race in the Workplace 19. Practicing What We Preach 28. Cream in Labor Market's Churn 36. They Want More Support 44. Impact of 'Inputs' 47. Why HR Managers Need to Think Globally • <b>1, 2, 6, 7, 9, 10, 12, 13, 20, 28, 29</b>
<b>Employee Stress</b>	2. Dual Loyalty Dilemma 3. Hiring to Fit 4. Due Diligence 8. Get Ready for the Net Generation 9. ADA: The Law Meets Medicine 10. Sexual Harassment 11. Sexual Harassment in Small Government Units 12. There Is No Future 16. Is Diversity Working? 17. Race in the Workplace 23. Achieving Harmony 28. Cream in Labor Market's Churn 30. Dues-Paying 33. Overload 34. Dealing With the Dark Side 35. Less Stress, More Productivity 36. They Want More Support 40. To Catch a Thief 41. Values-Based Discipline 42. Temp Firms Turn Up the Heat 43. Cutting Off the Supply Side 44. Impact of 'Inputs' • <b>20, 27, 29</b>	<b>Substance Abuse</b>	9. ADA: The Law Meets Medicine 27. Use the Web 33. Overload 34. Dealing With the Dark Side 41. Values-Based Discipline • <b>10, 26, 27</b>
		<b>Unions</b>	1. HR Comes of Age 4. Due Diligence 12. There Is No Future 16. Is Diversity Working? 17. Race in the Workplace 22. True Tales and Tall Tales 24. Show Them Where You're Headed 29. Pros & Cons of Pay for Performance 39. Unions 41. Values-Based Discipline 42. Temp Firms Turn Up the Heat 48. Labor Isn't Playing Dead Anymore • <b>4, 5, 6, 12, 24, 25, 26, 27, 29</b>
<b>Health and Safety</b>	1. HR Comes of Age 9. ADA: The Law Meets Medicine 10. Sexual Harassment 11. Sexual Harassment in Small Government Units 33. Overload 34. Dealing With the Dark Side 35. Less Stress, More Productivity 36. They Want More Support 40. To Catch a Thief 41. Values-Based Discipline 43. Cutting Off the Supply Side • <b>1, 4, 5, 7, 20, 26</b>	<b>Women in the Workforce</b>	1. HR Comes of Age 3. Hiring to Fit 10. Sexual Harassment 11. Sexual Harassment in Small Government Units 16. Is Diversity Working? 17. Race in the Workplace 19. Practicing What We Preach 30. Dues-Paying 36. They Want More Support 39. Unions 42. Temp Firms Turn Up the Heat • <b>3, 5, 11, 12, 20, 21, 24, 28, 29</b>
<b>Job Security</b>	2. Dual Loyalty Dilemma 3. Hiring to Fit 4. Due Diligence 7. Taking Your Seat 'At the Table' 8. Get Ready for the Net Generation 10. Sexual Harassment 11. Sexual Harassment in Small Government Units 12. There Is No Future 13. Hiring on the Web 14. How and When to Outsource 15. Is Anybody Out There? 19. Practicing What We Preach 22. True Tales and Tall Tales 26. Aligning Training With Business 27. Use the Web		



## ● AE: Human Resources

The following World Wide Web sites have been carefully researched and selected to support the articles found in this reader. If you are interested in learning more about specific topics found in this book, these Web sites are a good place to start. The sites are cross-referenced by number and appear in the topic guide on the previous two pages. Also, you can link to these Web sites through our DUSHKIN ONLINE support site at <http://www.dushkin.com/online/>.

The following sites were available at the time of publication. Visit our Web site—we update DUSHKIN ONLINE regularly to reflect any changes.

### General Sites and Statistics

#### 1. Bureau of Labor Statistics

<http://stats.bls.gov:80>

The home page of the BLS, an agency of the U.S. Department of Labor, offers Data, Economy at a Glance, Keyword Searches, Surveys and Programs, other statistical sites, and much more.

#### 2. Economics Statistics Briefing Room

<http://www.whitehouse.gov/fsbr/esbr.html>

Easy access to current federal economic indicators is available at this site, which provides links to information produced by a number of federal agencies. Subjects are Output, Income, Employment, Unemployment, Earnings, Production and Business Activity, Prices and Money, Credits and Securities Markets, Transportation, and International Statistics.

#### 3. Human Resource Professional's Gateway to the Internet

<http://www.hrisolutions.com/index2.html>

This up-to-date Web site offers links to other human relations locations, recruiting related Web sites, human resources—related companies, as well as search tools.

#### 4. HVL HR Internet Resources

[http://www.hvl.net/hr\\_res.htm](http://www.hvl.net/hr_res.htm)

Ranging from Al Doran's HRM and Payroll on the Internet list through Eric Wilson's HR Professional's Gateway to the Internet to Ray's List of HRM Connections, this Web site covers Associations, Benefits and Compensation; Salary Information; Government Information Sources; Labor Relations; Occupational Health and Safety; Recruiting; and Training among its many topics.

#### 5. In the Workplace

<http://www.ilr.cornell.edu/workplace.html>

The Cornell School of Industrial and Labor Relations offers this site on the Net. It consists of a useful Work Index; a list of Centers, Institutes, and Affiliated Groups; and an Electronic Archive that covers full-text documents on the glass ceiling, child labor, and more.

#### 6. Labor Force, Employment, and Unemployment

<http://www.cris.com/%7Eenetlink/bci/2BCI1st.html>

Here is helpful statistical information about the civilian labor force. The site covers job vacancies, marginal employment adjustments, employment, diffusion indexes of employees on private nonagricultural payrolls, unemployment, the labor force, and civilian labor force participation rates.

#### 7. NBER Home Page

<http://www.nber.org>

The National Bureau of Economic Research engages in specialized research projects on every aspect of economics. The thirteen programs include asset pricing, economics of aging, labor studies, and productivity.

#### 8. Voice of the Shuttle: Postindustrial Business Theory Page

<http://vos.ucsb.edu/shuttle/commerce.html>

Information on many subjects includes Restructuring, Reengineering, Downsizing, Flattening, Outsourcing, Business and Globalism, Human Resources Management, Labor Relations, Statistics and History, and resources on job searches, careers, working from home, and business startups.

### Human Resource Management in Perspective

#### 9. Employment and Labor Law

<http://www.law.utexas.edu/hook-em/subject/employmt.htm>

This site offers wide-ranging Web resources covering age discrimination in employment, all of the civil rights legislation, the glass ceiling commission, Americans With Disabilities statutes, the Fair Labor Standards Act, whistle-blowing support, unions today, and employment law, to name just a few topics covered by this annotated list.

#### 10. Law at Work

<http://www.lawatwork.com>

From this site you can not only look at current labor laws, such as OSHA, but consider drug testing at work, violence in the workplace, unemployment questions, sexual harassment issues, affirmative action, and much more.

### Meeting Human Resource Requirements

#### 11. America's Job Bank

<http://www.ajb.dni.us>

You can find employers or job seekers and lots of job market information at this site. Employers can register their job openings, update them, and request employment service recruitment help.

#### 12. Labor Consultants of America

<http://www.laborconsultants.com/index.htm>

At this site learn about workplace-related issues, and link to federal government sites such as the National Labor Relations Board, the Lawyer's Committee for Civil Rights Under Law, and LaborNet's Guide to Internet Resources on Labor.

#### 13. National Center for the Workplace

<http://socs.berkeley.edu/~iir/ncw/execsum.html>

Through interdisciplinary research, information sharing, and policy analysis and development, the NCW addresses the problems created by the convergence of broad economic, social, cultural, political, and technological changes in the workplace. It describes its grant projects here.

#### 14. WorkSeek.com

<http://www.workseek.com>

This is the Web site of the nation's "leading producer of Sales, Retail, and Management Career Fairs." There is both candidate and company information available here.