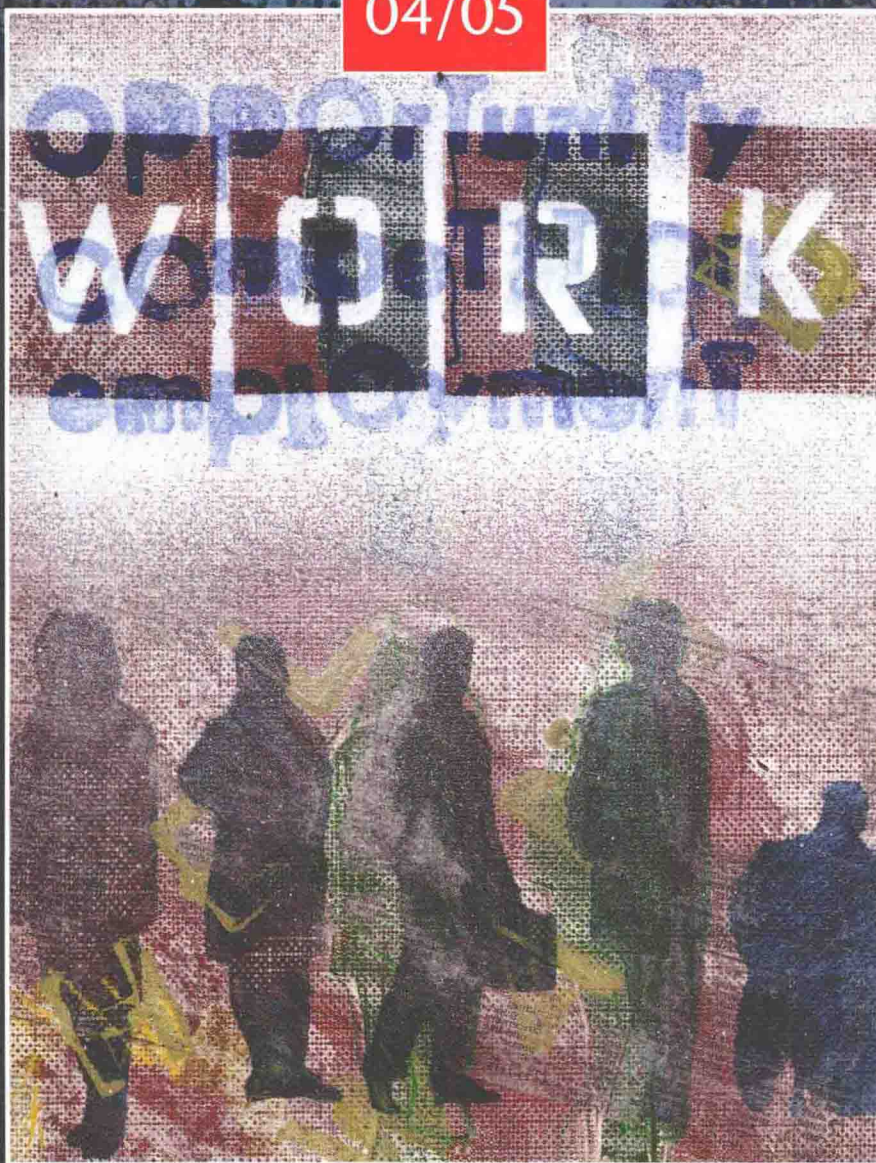


ANNUAL EDITIONS

# Human Resources

04/05



# Human Resources 04/05

*Fourteenth Edition*

## **EDITOR**

**Fred H. Maidment**

*Western Connecticut State University*

Dr. Fred Maidment is associate professor of management at Western Connecticut State University in Danbury, Connecticut. He received his bachelor's degree from New York University and his master's degree from the Bernard M. Baruch College of the City University of New York. In 1983 Dr. Maidment received his doctorate from the University of South Carolina. He resides in Connecticut with his wife.

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Cataloging in Publication Data

Main entry under title: Annual Editions: Human Resources. 2004/2005.

1. Human Resources—Periodicals. I. Maidment, Fred H., *comp.* II. Title: Human Resources.

ISBN 0-07-287443-0 658'.05 ISSN 1092-6577

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Members of the Advisory Board are instrumental in the final selection of articles for each edition of ANNUAL EDITIONS. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think that you will find their careful consideration well reflected in this volume.

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# To the Reader

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.

**T**he environment for human resource management is constantly changing. The events of September 11, 2001, previewed the negative aspects of globalization, which is quickly evolving and which is certain to change the role of human resources for both the better and the worse. At the very least, a “smaller” world will make the practice of human resources different and more challenging. Meeting those challenges will be the task that will face human resource managers and will make HR a key factor in the success of any organization.

In addition to globalization, the ethics breakdowns in corporate America—Enron, ImClone, Worldcom, Arthur Andersen, and more—will substantially affect the development of human resource management as the fallout continues. Both of these developments are addressed in this edition of *Annual Editions: Human Resources 04/05*.

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 55 articles that have been chosen for *Annual Editions: Human Resources 04/05* 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 *Entrepreneur* and journals such as *Workforce*, *HR Magazine*, and *Human Resource Planning* to provide a wide sampling of the latest thinking in the field of human resources.

*Annual Editions: Human Resources 04/05* contains a number of features designed to be useful for people interested in human resource management. These features include a *table of contents* with abstracts that summarize each article with bold italicized key ideas and a *topic guide* to locate articles on specific subjects. 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 key points to consider, which address major themes, are presented.

This is the fourteenth edition of *Annual Editions: Human Resources*. It is hoped that many more will follow addressing

these important issues. 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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Business conditions are changing, and people in the human resource field must find ***new ways to be relevant*** to organizations or be faced with the prospect of becoming irrelevant in a rapidly changing environment.

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2. **The State of the Human Resources Profession in 2003: An Interview With Dave Ulrich**, Rich Vosburgh, *Human Resource Planning Journal*, Volume 26, Issue 1, 2003

Dave Ulrich has been an active leader of the ***human resource community*** for many years. This interview was conducted just prior to Ulrich's three-year sabbatical to do missionary work for his church.

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3. **What Is an Employee? The Answer Depends on the Federal Law**, Charles J. Muhl, *Monthly Labor Review*, January 2002

You may think you are ***hiring a consultant*** or an independent contractor, but according to federal law, it may be an employee. Does it make a difference? You bet!

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4. **7 Steps Before Strategy**, Bruce N. Pfau and Bonnie Bell Cundiff, *Workforce*, November 2002

Over the past decade there has been much emphasis on the ***role of human resources*** in contributing to the ***organization's strategy***. But HR professionals must not lose sight of their basic functions in their efforts to be included in the strategic planning for the organization.

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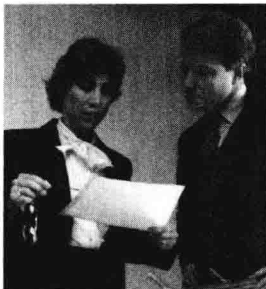
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10. **Dealing With HR Issues Following the 9/11 Terrorist Attacks**, Robert W. Lincoln Jr., *Employment Relations Today*, Winter 2002  
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13. **Does HR Planning Improve Business Performance?**, Bill Macaleer and Jones Shannon, *Industrial Management*, January/February 2003  
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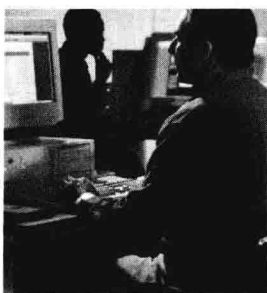
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This topic guide suggests how the selections in this book relate to the subjects covered in your course. You may want to use the topics listed on these pages to search the Web more easily.

On the following pages a number of Web sites have been gathered specifically for this book. They are arranged to reflect the units of this *Annual Edition*. You can link to these sites by going to the DUSHKIN ONLINE support site at <http://www.dushkin.com/online/>.

**ALL THE ARTICLES THAT RELATE TO EACH TOPIC ARE LISTED BELOW THE BOLD-FACED TERM.**

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- 12. Who Are You Really Hiring?
- 13. Does HR Planning Improve Business Performance?
- 14. Smarter Hiring, the DDI Way
- 15. Playing e-Detective
- 17. HR Cost Cutting: How Technology Makes Little Savings Add Up
- 19. Getting Happy With the Rewards King
- 21. Secrets to Motivating Your Employees
- 22. Motivating Employees
- 27. The Top Training Priorities for 2003
- 29. Focus on Talent
- 30. Equality's Latest Frontier
- 35. Executive Pay

36. Executive Compensation: Are Some Paid Too Much?
41. The Cutting Edge of Benefit Cost Control
42. Up Against Wal-Mart
43. Lighting Labor's Fire
47. Temporary Worker, Permanent Loser?
48. Big Companies Teach Business Ethics to Employees
49. Lessons From the Darkside
50. Walking a Tightrope: Employment Rights of Foreign Nationals in the Workplace
51. Dirty Rotten Numbers
53. A People Strategy That Spans the Globe
54. Cross-Cultural Awareness
55. Safe Haven

### **Disciplinary action**

8. Sexual Harassment: It Doesn't Go With the Territory
15. Playing e-Detective
16. Learning From Experience
38. How Safe Is Your Job? The Threat of Workplace Violence
44. Union Rules in Nonunion Settings: The NLRB and Workplace Investigations
46. Enough Is Enough
49. Lessons From the Darkside
51. Dirty Rotten Numbers

### **Dual-career couples**

11. Using Telecommuting to Improve the Bottom Line
29. Focus on Talent
40. Health-Care Costs: HR's Crisis Has Real Solutions
54. Cross-Cultural Awareness
55. Safe Haven

### **Employee compensation**

13. Does HR Planning Improve Business Performance?
19. Getting Happy With the Rewards King
21. Secrets to Motivating Your Employees
22. Motivating Employees
29. Focus on Talent
31. Plastic Paychecks
32. Going Down the Road: Campaign for a Living Wage
33. Top Pay for Best Performance
34. Should You Adjust Your Sales Compensation?
35. Executive Pay
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47. Temporary Worker, Permanent Loser?
50. Walking a Tightrope: Employment Rights of Foreign Nationals in the Workplace
52. Changes Afoot in EU Pension Regulations

### **Employee counseling**

8. Sexual Harassment: It Doesn't Go With the Territory
10. Dealing With HR Issues Following the 9/11 Terrorist Attacks
11. Using Telecommuting to Improve the Bottom Line
13. Does HR Planning Improve Business Performance?
21. Secrets to Motivating Your Employees
22. Motivating Employees
25. Fear of Feedback
30. Equality's Latest Frontier
39. The Most Effective Tool Against Workplace Violence
40. Health-Care Costs: HR's Crisis Has Real Solutions
44. Union Rules in Nonunion Settings: The NLRB and Workplace Investigations
45. Three Strikes, You're Out: How to Play Fair at Firing
54. Cross-Cultural Awareness
55. Safe Haven

### **Environment of human resource management**

1. HR Is Dead, Long Live HR

2. The State of the Human Resources Profession in 2003: An Interview With Dave Ulrich
3. What Is an Employee? The Answer Depends on the Federal Law
4. 7 Steps Before Strategy
5. Workforce Planning: Why to Start Now
6. Strategic Human Resources Management in Government: Unresolved Issues
7. A Statute for Liberty
8. Sexual Harassment: It Doesn't Go With the Territory
10. Dealing With HR Issues Following the 9/11 Terrorist Attacks
12. Who Are You Really Hiring?
13. Does HR Planning Improve Business Performance?
14. Smarter Hiring, the DDI Way
15. Playing e-Detective
17. HR Cost Cutting: How Technology Makes Little Savings Add Up
18. A Wealth of Choice
23. The "Write" Way to Enhance Business
25. Fear of Feedback
27. The Top Training Priorities for 2003
30. Equality's Latest Frontier
32. Going Down the Road: Campaign for a Living Wage
35. Executive Pay
37. Employers May Face Liability When Domestic Violence Comes to Work
39. The Most Effective Tool Against Workplace Violence
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### **Executive pay**

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29. Focus on Talent
31. Plastic Paychecks
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35. Executive Pay
46. Enough Is Enough
51. Dirty Rotten Numbers

### **Health and safety**

7. A Statute for Liberty
8. Sexual Harassment: It Doesn't Go With the Territory
37. Employers May Face Liability When Domestic Violence Comes to Work
38. How Safe Is Your Job? The Threat of Workplace Violence
39. The Most Effective Tool Against Workplace Violence
40. Health-Care Costs: HR's Crisis Has Real Solutions
41. The Cutting Edge of Benefit Cost Control

### **Human resource information systems**

2. The State of the Human Resources Profession in 2003: An Interview With Dave Ulrich
11. Using Telecommuting to Improve the Bottom Line
13. Does HR Planning Improve Business Performance?
17. HR Cost Cutting: How Technology Makes Little Savings Add Up
18. A Wealth of Choice

## Human resource planning and selection

1. HR Is Dead, Long Live HR
2. The State of the Human Resources Profession in 2003: An Interview With Dave Ulrich
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14. Smarter Hiring, the DDI Way
15. Playing e-Detective
16. Learning From Experience
17. HR Cost Cutting: How Technology Makes Little Savings Add Up
18. A Wealth of Choice
24. Harmony in the Workplace: 10 Positive Strategies You Can Use
25. Fear of Feedback
28. Brand Yourself
29. Focus on Talent
30. Equality's Latest Frontier
40. Health-Care Costs: HR's Crisis Has Real Solutions
45. Three Strikes, You're Out: How to Play Fair at Firing
47. Temporary Worker, Permanent Loser?
51. Dirty Rotten Numbers
54. Cross-Cultural Awareness

## Incentive compensation

3. What Is an Employee? The Answer Depends on the Federal Law
19. Getting Happy With the Rewards King
21. Secrets to Motivating Your Employees
22. Motivating Employees
33. Top Pay for Best Performance
34. Should You Adjust Your Sales Compensation?
35. Executive Pay

## International HR

2. The State of the Human Resources Profession in 2003: An Interview With Dave Ulrich
7. A Statute for Liberty
10. Dealing With HR Issues Following the 9/11 Terrorist Attacks
16. Learning From Experience
50. Walking a Tightrope: Employment Rights of Foreign Nationals in the Workplace
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52. Changes Afoot in EU Pension Regulations
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## Job requirements

3. What Is an Employee? The Answer Depends on the Federal Law
7. A Statute for Liberty
14. Smarter Hiring, the DDI Way
16. Learning From Experience
23. The "Write" Way to Enhance Business
27. The Top Training Priorities for 2003
29. Focus on Talent
30. Equality's Latest Frontier

## Labor relations

3. What Is an Employee? The Answer Depends on the Federal Law
5. Workforce Planning: Why to Start Now
7. A Statute for Liberty
14. Smarter Hiring, the DDI Way
16. Learning From Experience
19. Getting Happy With the Rewards King
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27. The Top Training Priorities for 2003

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## Minorities in the workplace

8. Sexual Harassment: It Doesn't Go With the Territory
15. Playing e-Detective
16. Learning From Experience
30. Equality's Latest Frontier
32. Going Down the Road: Campaign for a Living Wage
50. Walking a Tightrope: Employment Rights of Foreign Nationals in the Workplace
54. Cross-Cultural Awareness

## Money

3. What Is an Employee? The Answer Depends on the Federal Law
40. Health-Care Costs: HR's Crisis Has Real Solutions

## Motivating employees

6. Strategic Human Resources Management in Government: Unresolved Issues
9. Why 9/11 Didn't Change the Workplace
11. Using Telecommuting to Improve the Bottom Line
14. Smarter Hiring, the DDI Way
19. Getting Happy With the Rewards King
20. The Extra Mile: Motivating Employees to Exceed Expectations
21. Secrets to Motivating Your Employees
22. Motivating Employees
23. The "Write" Way to Enhance Business
25. Fear of Feedback
26. Creating a Learning Organization
28. Brand Yourself
29. Focus on Talent
33. Top Pay for Best Performance
34. Should You Adjust Your Sales Compensation?
40. Health-Care Costs: HR's Crisis Has Real Solutions
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## Performance appraisal

3. What Is an Employee? The Answer Depends on the Federal Law
6. Strategic Human Resources Management in Government: Unresolved Issues
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35. Executive Pay

- 44. Union Rules in Nonunion Settings: The NLRB and Workplace Investigations
- 45. Three Strikes, You're Out: How to Play Fair at Firing

- 55. Safe Haven

## **Women in the workforce**

- 8. Sexual Harassment: It Doesn't Go With the Territory

## **Sexual harassment**

- 8. Sexual Harassment: It Doesn't Go With the Territory
- 44. Union Rules in Nonunion Settings: The NLRB and Workplace Investigations

## **Staff development**

- 4. 7 Steps Before Strategy
- 5. Workforce Planning: Why to Start Now
- 7. A Statute for Liberty
- 10. Dealing With HR Issues Following the 9/11 Terrorist Attacks
- 11. Using Telecommuting to Improve the Bottom Line
- 12. Who Are You Really Hiring?
- 13. Does HR Planning Improve Business Performance?
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- 27. The Top Training Priorities for 2003
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- 47. Temporary Worker, Permanent Loser?
- 48. Big Companies Teach Business Ethics to Employees
- 50. Walking a Tightrope: Employment Rights of Foreign Nationals in the Workplace
- 53. A People Strategy That Spans the Globe

## **Training**

- 8. Sexual Harassment: It Doesn't Go With the Territory
- 11. Using Telecommuting to Improve the Bottom Line
- 27. The Top Training Priorities for 2003
- 39. The Most Effective Tool Against Workplace Violence
- 48. Big Companies Teach Business Ethics to Employees

## **Unions**

- 5. Workforce Planning: Why to Start Now
- 6. Strategic Human Resources Management in Government: Unresolved Issues
- 32. Going Down the Road: Campaign for a Living Wage
- 42. Up Against Wal-Mart
- 43. Lighting Labor's Fire
- 44. Union Rules in Nonunion Settings: The NLRB and Workplace Investigations

## **War on terror**

- 10. Dealing With HR Issues Following the 9/11 Terrorist Attacks
- 55. Safe Haven

## **White-collar jobs**

- 11. Using Telecommuting to Improve the Bottom Line
- 16. Learning From Experience
- 19. Getting Happy With the Rewards King
- 28. Brand Yourself
- 33. Top Pay for Best Performance
- 34. Should You Adjust Your Sales Compensation?
- 35. Executive Pay
- 42. Up Against Wal-Mart
- 43. Lighting Labor's Fire
- 46. Enough Is Enough



# World Wide Web Sites

The following World Wide Web sites have been carefully researched and selected to support the articles found in this reader. The easiest way to access these selected sites is to go to our DUSHKIN ONLINE support site at <http://www.dushkin.com/online/>.

## AE: Human Resources 04/05

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

### General Sources

#### Bureau of Labor Statistics

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

The home page of the Bureau of Labor Statistics (BLS), an agency of the U.S. Department of Labor, offers sections that include Economy at a Glance, Keyword Searches, Surveys and Programs, other statistical sites, and much more.

#### CIBERWeb

<http://ciber.centers.purdue.edu>

This site of the Centers for International Business Education and Research is useful for exploring issues related to business ethics in the international marketplace.

#### 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, Production and Business Activity, Prices, Money, Transportation, and International Statistics.

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

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

This Web site has links to other human relations locations, recruiting-related Web sites, HR-related companies, and search tools.

#### In the Workplace

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

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

#### Labor Force, Employment, and Unemployment

<http://www.cris.com/%7Eenetlink/bci/2BC11st.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.

#### NBER Home Page

<http://www.nber.org>

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

#### Society for Human Resource Management (SHRM)

<http://www.shrm.org>

SHRM is the world's largest association devoted to human resource management. Its mission is to serve the needs of HR professionals by providing essential and comprehensive

resources. At this site, you'll find updates on methods, laws, and events as well as career information.

### UNIT 1: Human Resource Management in Perspective

#### Employment and Labor Law

<http://www.lectlaw.com/temp.html>

This site offers wide-ranging Web resources and articles covering electronic privacy rights, sexual harassment, discrimination, Americans With Disabilities (ADA) statutes, the Fair Labor Standards Act, and employment law.

#### 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, unemployment questions, sexual harassment issues, affirmative action, and much more.

### UNIT 2: Meeting Human Resource Requirements

#### 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.

#### International Association for Human Resource Information Management (IHRIM)

<http://www.ihrim.org>

IHRIM is a central network for its members to gain access and in-depth knowledge about HR information management and systems issues, trends, and technology.

### UNIT 3: Creating a Productive Work Environment

#### Commission on the Future of Worker-Management Relations

[http://www.dol.gov/\\_sec/media/reports/dunlop/dunlop.htm](http://www.dol.gov/_sec/media/reports/dunlop/dunlop.htm)

The report of the U.S. Federal Commission on the Future of Worker-Management Relations, which covers many issues, including enhancement of workplace productivity, changes in collective bargaining practices, and intervention in workplace problems by government agencies, may be found here.

#### The Downsizing of America

<http://www.nytimes.com/specials/downsize/glance.html>

The complete 7-week series on downsizing in America is printed on the Web by the *New York Times*, in which it appeared.

#### Employee Incentives and Career Development

<http://www.snc.edu/socsci/chair/336/group1.htm>

This site states that effective employee compensation and career development is an important tool in obtaining, maintaining, and retaining a productive workforce. There are links to Pay-for-