

POL 323, PUBLIC PERSONNEL ADMINISTRATION & LABOR RELATIONS
and
LAD 340, LABOR RELATIONS

Term I

Donald R. Burkholder, Ph.D.
Associate Professor of Political Science
And
Labor Arbitrator

Course Description

Basic personnel management, labor relations, and collective bargaining practices and developments are examined, emphasizing the political nature of the public and quasi-public organization, and differing cultures, histories, developments in the public and private sectors. The role of local and state government finances. Crucial relationship of people, money, and organization. The need for structured labor-management relations, employee protections/organization, merit systems. Staffing and maintaining the workforce; motivation and productivity; rights and duties of public employees compared with private sector; social equity and diversity in the workplace. Alternate forms of dispute resolution. Practitioners, guest speakers in personnel management/human resources, union and management advocacy, public finance, employee benefits and related areas. Readings, homework as assigned. The Professor is a Labor Arbitrator licensed by the Federal Mediation and Conciliation Service, the Michigan Employment Relations Commission, and the (Ohio) State Employment Relations Board.

Text: N. Joseph Cayer, Public Personnel Administration (4th ed.) Belmont CA: Wadsworth Thompson Learning;, 2004.

COURSE OUTLINE*

Sept. 12 -Political Process Model; Classical Liberalism and Expansion of Role of Government, Size of Government; Single Member District; Two-Party System; Partisan Politics v. Politics; Rational – Comprehensive Theory compared with Incremental Theory; Weakness of the Presidency regarding Control Over Personnel.; Historical Developments in Labor-Management Relations/Collective Bargaining. Good Faith Bargaining, Unfair Labor Practice. Union, Unit; Union, Agency, and Open Shop; Free Rider Concept. Alternate Dispute Resolution (forms of) - Arbitration, Mediation, Fact-Finding

Sept. 19 - Chs. 1 and 2, Environment of Personnel Administration; Evolution of the Public Personnel System.- Additional discussion of introductory concepts.

Sept. 26 -Ch. 2, Personnel System Design.

Oct. 3 -Ch. 4, Techniques of Public Personnel Administration

Oct. 10 -Chs. 5 and 6, Staffing and Maintaining the Workforce; Keeping Workers Motivated and Productive.

Oct. 17 -Ch. 7, Rights and Duties of Public Employees. Comparison of the process of dealing with public safety personnel disputes in Michigan and Ohio, i.e., Michigan Public Act 312, binding interest arbitration, and Section 4117 of the Ohio Administrative Code, fact-finding. Common measure: the public interest and welfare and the unit of government's ability to pay.

-Guest Speakers - Jan Lazar, Benefits, Evaluation, and Retirement Services, Inc., Lansing, MI. State-appointed Emergency Administrator for Local Governments in Fiscal Distress, Receivership, and Mark

Kibby, City Administrator, Melvindale (a UDM alum).

Oct. 31 - Chs. 8 and 9, Labor-Management Relations; Social Equity and Diversity in the Workplace.

Guest Speaker-Henry Bowers, faculty member in Political Science at Henry Ford College, consultant in Affirmative Action and Equal Opportunity Issues, and former Director of Personnel, Oakland County. MPA from UDM.

Nov. 7 **Guest Speaker- Sally Barnett, Vice President and Director of Human Resources, Henry Ford Community College**

Nov. 14 -Readings as assigned. **Guest Speaker – Robert Rogowski, Administrative Officer and Director of Personnel, U.S. Attorney’s Office, Detroit. UDM Graduate.**

Nov. 21 -Readings as assigned. **Guest speakers: Bill Miller, President, Technical, Professional, Office and Administrative Workers Michigan, Redford Township unit; and Jim Carothers, President, Teamsters for a Democratic Union.**

Nov. 28 -Readings as assigned. **Guest speakers – John Cubba, Finance Officer, Redford Township, and Thomas Sesko, Civil Service Director and Personnel Officer, Redford**

Dec. 5 -Readings as assigned. Possible guest speaker. Review.

Dec. 12 -FINAL EXAM, at time assigned by the University.

*** Subject to change.**

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SPECIAL REQUIREMENTS, RULES, AND CONDITIONS

1. A developmental or historical perspective, and discussions by/with practitioners, along with the techniques or technical aspects of public personnel management. Class discussion and homework dealing with the readings as well as the concepts/approaches discussed by the guest speakers. Changes in the schedule should be anticipated because the schedules of guest speakers are liable to change. Reading assignments, homework, and exams and the dates homework or reading is due to be completed, and well as [possibly] exam dates may also change depending on the availability of the practitioner-speakers. Change is to be expected. Otherwise, the class outline is the master assignment sheet. The student is responsible for being aware of announced changes. The fact that this class meets only once a week makes attendance especially important. Homework is due at the beginning of each class, and will not be accepted after class has begun.
2. Course Evaluations: Student course evaluations are an important source of information for curricular and teaching improvement in the College of Liberal Arts and Education. As such, all students enrolled in CLAE courses are required to complete an evaluation online. In addition, your instructor will remind you of the deadline for completing this course requirement. Should a student fail to complete the evaluation, their grade for the course will not be posted until the evaluation is completed.
3. Changes in assignments, readings, guest speakers, exams, and otherwise, are to be expected. This is primarily due to the fact that the obligations and schedules of our guests may change.
4. Attendance, promptness, and keeping up with the assignments are especially important. Attendance will be taken regularly. Please attempt to use the restroom or other facilities prior to class. A student missing two or more classes may be advised to drop the class. Alternatively, the professor enter a failing grade for the final exam and/or a failing grade for the class. A University varsity team athlete must present a letter specifying the reason for and dates of absence prior to such absence. Such athletes must turn in any homework assignment prior to their departure, and must complete any examinations.
5. Proper English grammar and spelling is expected on all assignments, and will be a significant factor in grading.
6. Plagiarism and academic dishonesty of any kind will result in a failing grade for the class
7. The student should stay abreast of policy issues by reading a substantive newspaper and generally keeping himself/herself informed on developing policy concerns.
8. Homework must be on the Professor's podium before class begins; otherwise, it may not be accepted, or the grade for the assignment may be reduced, at the Professor's discretion.

9. Please set cellular phones on vibrate or turn them off. Do not answer calls during class.
10. The Professor reserves the right to make changes to the requirements, as well as the right to establish a seating arrangement, at all times.
11. Students must maintain proper classroom etiquette and common civility. Students must not depart from respect for their fellow students, their professor, and the discipline

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Homework

**D. R. Burkholder, Ph.D.
Assigned Mon., October 3, 2005; due at**

beginning of class Mon., Oct. 10, 20

ANSWER, IN INK OR TYPEWRITTEN, AND BE PREPARED TO DISCUSS.

1. a) What is the significance of discretionary benefits, such as retirement and medical plans, especially in stressful economic circumstances, for a public employer? Provide an example.
b) What is a **defined benefit** retirement plan? What is a **defined contribution** retirement plan? What are the advantages and disadvantages of each? For whom?
2. What is position classification? How and why did it develop? What its relationship to Scientific Management?
3. Answer question #3 in Exercises on page 81, in detail, with reasoning for your answers. Be prepared to discuss.

**POL 323, PUBLIC PERSONNEL MANAGEMENT
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D. R. Burkholder, Ph.D.
December 5, 2005

1. comparison of personnel systems in local and federal government
2. the role of finance as it impacts personnel systems, particularly in local government
3. the outlook both for employment in the federal government in the next 20 years, and opportunities for personnel officers
4. basic differences in the collective bargaining environment, public sector and private sector
5. circumstances leading to the development of collective bargaining in the U. S.
6. the difference between a merit system and a civil service system pp35 ff; 24, 25 ff

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D. R. Burkholder, Ph.D.
December 5, 2005

STUDY GUIDE

1. history/development of federal personnel system

-advantages, disadvantages of spoils, civil service
-merit system concept and how it differs from civil service
-the relationship of development of the federal personnel system to changes in the federal budget process

2. comparison of personnel systems in local and federal government
3. roles and responsibilities of a local government finance officer contrasted with a local government personnel officer; their accountability
4. some of the factors that make public sector labor relations and collective bargaining different from labor relations and collective bargaining in the private sector
5. the difference between a merit system and a civil service system
6. the need for diversity and affirmative action
7. the potential for growth of employment in the federal government, and the need for personnel officers
8. comparison of the traditional British compared with U. S. federal personnel system

Terms and Concepts

defined benefit compared with defined contribution

the significance of fringe benefits in public sector collective bargaining

the labor relations legal system

mediation, fact-finding, arbitration

non-standard work arrangements in the public sector

POL 323, PUBLIC PERSONNEL MANAGEMENT -and- LABOR RELATIONS

D. R. Burkholder, Ph.D.
December 12, 2005

FINAL EXAM

Classical Liberalism, i.e., the emphasis on individual freedom as well as limited governmental power, especially

executive power, did much to shape the U.S. Constitution as well governmental institutions.

The four freedoms in the Constitution's first amendment, for example, had the effect of encouraging personal and group activities that would not flourish in numerous other political cultures. With these ideas in mind, answer any combination of the following totaling no more 100 points. If you answer #1, you cannot answer #5. Paginate: e.g., 1 of 4, 2 of 4, 3 of 4, 4 of 4, etc. Time: 7:35 – 9:25 p.m.

1. history/development of federal personnel system 30 pts.
 - advantages, disadvantages of spoils, civil service
 - merit system concept and how it differs from civil service
 - the relationship of development of the federal personnel system to changes in the federal budget process
2. comparison of personnel systems in local and federal government 15 pts.
3. roles and responsibilities of a local government finance officer contrasted with a local government personnel officer; their accountability 10 pts.
4. some of the factors that make public sector labor relations and collective bargaining different from labor relations and collective bargaining in the private sector 15 pts.
5. the difference between a merit system and a civil service system 15 pts.
6. the need for diversity and affirmative action 10 pts.
7. the potential for growth of employment in the federal government, and the need for personnel officers 10 pts,
8. comparison of the traditional British compared with U. S. federal personnel system 15 pts,

Terms and Concepts

- defined benefit compared with defined contribution 5 pts.
- the significance of fringe benefits in public sector collective bargaining 5 pts.
- the labor relations legal system 5 pts.
- mediation, fact-finding, arbitration 5 pts.
- non-standard work arrangements in the public sector 10 pts,