American Public University System
The Ultimate Advantage is an Educated Mind

Education
EDUC570
Personnel and Human Resource Management
Credit Hours = 3
Length of Course = 16 weeks
Prerequisite: EDUC503 The Professional Educator (May be taken concurrently)

Instructor Information
Instructor: APUS Faculty

Course Description (Catalog)
This course will focus on the skills necessary for principals to effectively work with faculty and staff. Concepts and approaches for planning and implementing activities for effective human resource management will be explored. Current theories and practices relating to recruitment, development, and appraisal of personnel will be covered. The course will examine specific personnel functions such as recruitment, selection, retention, and evaluation. Additional topics include conflict resolution, effective communication skills, managing the change process, and creating and maintaining a positive school environment. Special attention will be given to evaluation strategies, measuring results, and designing training and developing programs for faculty and staff. Evaluation of personnel for the purpose of meeting school objectives and for professional development will receive emphasis.

Course Scope
This course is to familiarize students with the basic principles and techniques of school personnel and human resource management. Students have the opportunity to research and practice problem solving and leadership skills as applied to human resources. This course illustrate that human resource management is more than just accepting employment applications and keeping records; it is a central organizational activity of increasing complexity and importance to school improvement.

Course Objectives
After successfully completing this course, students will be able to:
1. Demonstrate knowledge of the human resource function in schools and school districts.
2. Apply knowledge of school leadership domains and standards to human resources planning, hiring and retention of personnel, professional development, and personnel policies and issues.
3. Demonstrate the ability define human resource problems, research relevant data and literature, analyze alternatives, determine a solution, and communicate the decision substantiated with supporting information.
4. Demonstrate professional growth in interpersonal and collaborative skills that promote teamwork and positive interactions with individuals and groups, both internal and external to the school system.
5. Analyze how human resources are managed and compare, contrast and implement salary and benefit packages.
6. Audit human resource policies and processes for compliance with local, state, and federal regulations.
7. Align human resources, to include community social service agencies, to focus on teaching and learning.
8. Develop a staffing plan.
9. Evaluate school human resource planning for consistency with district goals and plans, school mission, and student academic and social outcomes and make recommendations for improvement.
10. Use a case as a launching point to discuss course concepts and examine leadership practices.
11. Demonstrate the ability to involve staff in conducting operations and setting priorities using appropriate and effective needs assessment and research data in order to align resources with the organizational vision.
12. Understand and demonstrate knowledge of personnel resources and allocations to implement an effective technology plan.
13. Demonstrate ability to use adult learning strategies to form comprehensive professional growth plans with teachers and other school personnel.

**Course Delivery Method**

This course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. Online assignments are due by Sunday evening of the week as noted and include Forum questions (accomplished in groups through a threaded Forum), examination, and individual assignments (submitted for review by the Faculty Member). Assigned faculty will support the students throughout this sixteen-week course.

**Course Materials**

One textbook is required for this course.

Course Textbook:

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<tr>
<th>Required Readings:</th>
<th>ISBN (if available):</th>
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**Supplemental Readings:**

| | ISBN: 0- 7879- 7223- 1 |
In addition to the required course text, the following public domain websites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note website addresses are subject to change.

**Article**
http://www.counseling.org/Files/FD.ashx?guid=7b3c9607-c281-40df-b964-a910d55b1bdb

**American Education Finance Association (AEFA), APA Format**
http://www.aefa.cc/

**American Counseling Association (ACA)**
http://www.schoolcounselor.org/

**American School Counselor Association**
http://www.amcd-aca.org

**Association of Multicultural Counseling and Development Clearinghouse on Educational Policy and Management**
http://eric.uoregon.edu/trends_issues/finance/

**Chronicle of Higher Education**
http://chronicle.com/

**Education Law Center**
http://www.edlawcenter.org/

**Education Resource Organization Directory (EROD)**
http://wdcrobcolp01.ed.gov/Programs/EROD/org_list.cfm?category_ID=SEA

**Federal Resources**
http://www.fedstats.gov/

**National Center for Educational Statistics**
http://nces.ed.gov/

**State Notes**

**US Dept of Education**
www.ed.gov
No Child Left Behind Act

**Evaluation Procedures**

**Homework assignments (7)**
Throughout the semester you will write responses to questions. These responses will involve analyses of readings, comparing and contrasting the views of authors, and critique of arguments presented by the readings or the class. Papers will be graded for accuracy of interpretation, rigor of argument, and clarity of expression. Papers should be 3 – 5 pages in length, APA format should be used for citations and references.

**Research Paper**
A research paper is required in this course. Prior to submission, the paper must be submitted to turnitin.com. The Class ID and Password will be provided within the first two weeks of the start of the course. A research paper will be written describing how personnel and human resource management is determined within your home state. Using this information select and review a district’s personnel policy for the current school year, analyze how this policy supports or does not support the district’s personnel and human resource management. The research paper should be detailed enough to demonstrate synthesis of district information and research in the field as described in the course, the textbook and other articles as they relate to personnel and human resource management.
The research paper should be 10 – 12 pages in length and include at least ten references in addition to the course texts. References should be listed at the end of the paper and should follow the American Psychological Association (APA) formatting. The APA web site can be consulted for assistance.

**Forum Participation (Post biography and participate in 8 discussions)**
The Forum Discussions will be used to explore issues detailed in the forum questions as well as areas of interest that are pertinent to the class. Students are required to post their biography in the Forum (week 1) and participate in a Forum thread. Appropriate “NETIQUETTE” is a must and should be followed for all postings.

**Final Grading Guidelines**

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<tr>
<th>Grade Instruments</th>
<th>% of Final Grade</th>
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<tr>
<td>Writing Assignments (Seven assignments at five points each)</td>
<td>35%</td>
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<tr>
<td>Eight Forum thread participation assignments at three points each</td>
<td>24%</td>
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<tr>
<td>Research Paper</td>
<td>41%</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
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**Research Paper Rubric**

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<tr>
<th>Content</th>
<th>Points</th>
<th>Comments</th>
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<tr>
<td>Paper includes all required components: <em>Identify state system, district policy, analysis, and synthesis with course</em></td>
<td>10</td>
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<tr>
<td>Product is complete and usable: <em>Course Objectives 1, 2, 3 &amp; 9</em></td>
<td>10</td>
<td></td>
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<tr>
<td>Project includes research and reading assignments: <em>minimum of 10 sources cited</em></td>
<td>10</td>
<td></td>
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<tr>
<td>APA formatting is correct</td>
<td>5</td>
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<tr>
<td>Spelling, usage, and mechanics are used correctly</td>
<td>6</td>
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<td>Total:</td>
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**turnitin®**

All assignments and the research paper required for this course must be submitted first to turnitin.com. If you have not created an account please follow the directions contained in this document [http://www.turnitin.com/static/pdf/tii_student_qs.pdf](http://www.turnitin.com/static/pdf/tii_student_qs.pdf). The Class ID and the Password will be available the first week of class.

**General Information**

The success of this course depends on each student actively participating and reviewing the assigned readings closely enough to have carefully thought about the points raised or ignored by authors and bringing to the group any questions or concerns into the discussions postings. Prior to each class an announcement will be posted to direct your reading and focus on the subsequent session topic. Having read and reviewed the readings prior to class ensures productive participation by members of the class.

It is the aim of this class to work together to achieve conversational exchanges with each other through forum discussions, constructively challenging each other to think broadly and critically about ideas or assertions posed by the readings. In all participation and assignments the instructor will look for evidence of:

- demonstration of substantial knowledge, higher order thinking, analytic skills and application of facts, concepts, terms, as well as processes learned/read/discussed;
- critical contemplation, i.e., “grapple” with issues and topics;
- appropriate use of knowledge learned;
- imaginative thinking and responses to challenges/problems/issues;
- exploring underlying assumptions about the lifelong value of education and schooling;
- clarity of expression and logical connection among ideas expressed;
- writing that reflects precise and concise thinking;
- correct grammar, syntax, and spelling that is commensurate with an Educational Leader within a Master’s level course.
## Course Outline

### 16 Week Course

<table>
<thead>
<tr>
<th>Weeks</th>
<th>Topic(s)</th>
<th>Learning Objective(s)</th>
<th>Reading(s)</th>
<th>Assignment(s)</th>
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| 1 & 2 | Human Resource Management in a Changing Environment | LO 1.1 – Describe the changing role in the human resource office.  
LO 1.2 – Recognize how human resource management is changing to accommodate our evolving work world.  
LO 1.3 – Identify the origins and outcomes of civil service reform.  
LO 1.4 – Define the role of the civil service system. | Condrey – 1, 2, 3, 4, Introduction and Part One | Assignment #1: What is the function of contemporary human resource management? In your answer address the issue of civil service system, and the model of management that best accommodates this system of employment.  
Post a personal introduction on the Forum. Please be sure to include your area of study here at APUS/AMU and your goals for the future once you earn your graduate degree. Read your classmates' bios and say, "Hello!"  
Forum Question 1: When we consider how human resource management differs from how it was practiced, say, 100 years ago, what factors are driving change in how we manage people? |
| 3 & 4 | The Public Sector Workforce | LO 2.1 – Identify current employee recruitment and selection methods  
LO 2.2 – Develop a flexible workforce  
LO 2.3 – Value diversity  
LO 2.4 – Manage an aging workforce  
LO 2.5 – Use technology in human resource management  
LO 2.6 – Utilize volunteers in the workplace | Condrey – Part Two – 5, 6, 7, 8, 9, 10 | Assignment 2: In celebration of the concept of diversity in the workplace, describe the strategies you would use to recruit and select employees in a school setting.  
Forum Question 2: Are you familiar with software technology that would help manage the operation strategic plan? Locate at least one technological advancement that has made it easier for school administrators to manage their various goals in a timely and efficient manner. How have you concluded that this advancement of technology has brought added value to the process of managing a strategic plan? |
| 5 & 6 | Managing Human Resources | LO 3.1 Conceptualize an organizational development perspective of human resource management  
LO 3.2 Define practical strategies for increasing ethical behavior in the workplace  
LO 3.3 Appreciate the philosophy of investing in employee development  
LO 3.4 Understand and detect organizational climate and culture  
LO 3.5 Identify the potential for conflict in the workplace  
LO 3.6 Define the role of unions as they impact the function of human resource management | Condrey – Part Three – 11, 12, 13, 14, 15, 16 | Assignment 3: Describe how you would accommodate, as a school administrator, the needs of your staff and faculty to achieve their educational, professional and personal goals through employee incentive programs. How would you use this strategy to develop your workforce? Discuss how you would use this philosophy, along with ethical decision making, to address conflicts between your and employee’s need to development their goals, e.g., tuition assistance, daycare, sabbaticals, etc. against the various limitations of the workplace, e.g., classroom coverage, limited budgets, etc.  
Forum Question 3: From your reading and
other sources, describe your impression of employee unions and their place in our contemporary American workforce. Does having a clear and accurate understanding of the organizational culture and climate have an impact on employees choosing to organize or belong to an employee union? Why or why not?

Assignment 4: The Supreme Court decided last May that race-based scholarships were unconstitutional. In January, Colorado began giving out only class-based scholarships. University systems in several states also are reviewing how they grant scholarships. And Arizona’s state university system is considering eliminating race as a factor in admissions. Provide a brief history of the origin of affirmative action and detail your opinion of its use in today’s contemporary culture.

Forum Question 4: Has the Americans with Disabilities Act and our increased awareness of sexual harassment in the workplace had an impact on elementary, middle, and high school culture? Provide your observations and discuss the comments provided by others.

Assignment 5: Describe your idea of an ideal employee evaluation and appraisal system.
| Assessing and Compensating Employees | LO 5.2 Designing effective performance appraisal systems  
LO 5.3 Effective job analysis methods  
LO 5.4 Conducting assessment centers  
LO 5.5 Work management and job evaluation systems in a government environment  
LO 5.6 Designing and creating an effective compensation plan |
| --- | --- |
| Should compensation be tied to the evaluation of employees? Why or why not? Address the use of employee job analysis methods in relation to the employee assessment process.  
Forum Question 5: Most state and federal government jobs are tied to a system of employee protections that make it difficult to eliminate a worker from employment. Can you anticipate difficulty in establishing an employee appraisal system under these conditions? What is your opinion of the protections applied to employees who work for state and federal government? Given what we now know about employee motivation, do you see any problems with motivating employees to achieve higher goals in this type of work environment? |

| Tools for Integrating Human Resources Into The Organizational Mission | LO – 6.1 Develop a plan for benchmarking organizational performance  
LO – 6.2 Discuss the topic of employee benefits healthcare and pensions  
LO – 6.3 Visualize the organizational budgeting process |
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<tr>
<td>Condrey – Part Six – Chapters 27, 31, 32</td>
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| Assignment 6: Write a mission, vision, and values statement for yourself. Imagine a school where you are the administrator. Create a mission, vision, and values statement for this school.  
Forum Question 6: There has been a critical change in how American companies provide healthcare benefits to employees and their families, as well as how they subsidize retiring employees. Give an example of both a positive change and a negative change in |

11 & 12
| Assignment | Tools for Integrating Human Resources Into The Organizational Mission | LO 7.1 – Establish a template for strategic planning  
LO 7.2 – Use effective human resource management guidelines in organizational operations | Condrey – Part Six – Chapters 28, 29, 30 | Assignment 7: Strategic planning is a process of forecasting future goals, against current issues. Are there two areas of strategic planning that interest you most? Define these two areas and explain how they are integral in the process of strategic planning.  
Forum Question 7: In a school setting, policies and procedures are essential to the effective operation of a school. Why do schools need to update their policies and procedures from time to time? Give an example of a policy and procedure that would need to be revisited more often than others. |
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<td>Assignment 8: Complete and submit research paper.</td>
<td>LO 8.1 Recognize the use, benefit, and downside of human resource consulting and outsourcing.</td>
<td>Condrey – Part Six – Chapter 30</td>
<td>Forum 8: What aspects of school administration would you outsource? How do you feel that outsourcing these functions would bring value to your position as a school administrator?</td>
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Selected Bibliography


