

BRIEF CONTENTS

Preface	xv
Acknowledgments	xxiii
Chapter 1 Strategic Human Resources Management.....	1
<i>Carla Jackie Sampson</i>	
Chapter 2 The Healthcare Professional.....	31
<i>Patrick D. Shay and Dolores G. Clement</i>	
Chapter 3 The Legal and Ethical Environment.....	65
<i>Drake Maynard</i>	
Chapter 4 Job Analysis and Job Design	109
<i>Sean N. Newman and Paige N. Ocker</i>	
Chapter 5 Recruitment, Selection, and Retention	147
<i>Gabriela “Gabbi” J. Maris and Bruce J. Fried</i>	

Chapter 6	Organizational and Employee Development.....	195
	<i>Carla Jackie Sampson and Julene Campion</i>	
Chapter 7	Performance Management.....	229
	<i>Bruce J. Fried</i>	
Chapter 8	Compensation Practices, Planning, and Challenges	277
	<i>Bruce J. Fried, Brigid K. Grabert, and John Cashion</i>	
Chapter 9	Employee Benefits	313
	<i>Melissa G. McCraw and Dolores G. Clement</i>	
Chapter 10	Organized Labor.....	355
	<i>Carla Jackie Sampson, Bruce J. Fried, and Donna Malvey</i>	
Chapter 11	Diversity, Inclusion, and Belonging in the Workplace.....	393
	<i>Carla Jackie Sampson, Bruce J. Fried, and Jeffrey Simms</i>	
Chapter 12	Aligning Quality Improvement and Implementation Science in Human Resources Practices.....	411
	<i>Hilary K. Hecht and Bruce J. Fried</i>	
Chapter 13	Employee Well-Being	445
	<i>Amanda Raffenaud and Tina Yeung</i>	
Glossary	465
Index	483
About the Editors	499
About the Contributors	501

DETAILED CONTENTS

Preface	xv
Acknowledgments	xxiii
Chapter 1 Strategic Human Resources Management.....	1
<i>Carla Jackie Sampson</i>	
Learning Objectives.....	1
Vignette	2
Introduction.....	3
Definition and Significance of Strategic Human Resources Management....	3
A Strategic Perspective on Human Resources.....	5
The SHRM Approach	7
Organizational Mission and Corporate Strategy	12
Measuring the HR Function.....	15
The HR Brand.....	18
HR Best Practices	19
Who Performs HR Tasks?.....	22
HR Trends Affecting the Healthcare Industry.....	24
Summary.....	25
For Discussion.....	26
Experiential Exercises	27
References	27

Chapter 2	The Healthcare Professional.....	31
<i>Patrick D. Shay and Dolores G. Clement</i>		
Learning Objectives.....	31	
Vignette	32	
Introduction.....	33	
Professionalization.....	33	
Healthcare Professionals	34	
Considerations for Human Resources Management	47	
The Changing Nature of the Healthcare Professions.....	49	
Summary.....	56	
For Discussion.....	57	
Experiential Exercise.....	57	
References	58	
Chapter 3	The Legal and Ethical Environment.....	65
<i>Drake Maynard</i>		
Learning Objectives.....	65	
Vignette	66	
Introduction.....	67	
Key Federal and State Employment Laws	67	
Employment Laws and the Laws of Equal Employment Opportunity ..	70	
The 1960s and Federal Antidiscrimination Law.....	71	
Expansion of Antidiscrimination Law Under the ADA.....	74	
Penalties for Breaking EEO Law.....	76	
Implementing Equal Employment Opportunity.....	78	
HIPAA Compliance	93	
Employment-at-Will and Public Policy Exceptions.....	93	
Termination Procedures.....	95	
Grievance Procedures	97	
Other Employment Laws	98	
Other Employment Issues	99	
Studying Workplace Laws.....	102	
Summary.....	102	
For Discussion.....	103	
Experiential Exercises	103	
References	105	

Chapter 4	Job Analysis and Job Design	109
	<i>Sean A. Newman, DBA, and Paige N. Ocker, MHA</i>	
	Learning Objectives.....	109
	Vignette	110
	Introduction.....	111
	Jobs Versus Positions.....	111
	Job Analysis.....	111
	Data Sources and Data Collection Methods	113
	Job Analysis and Human Resources.....	116
	Legal Aspects of Job Specifications.....	118
	The Changing Environment	123
	Job Design.....	125
	Summary.....	137
	For Discussion.....	138
	Experiential Exercises	139
	References	139
Chapter 5	Recruitment, Selection, and Retention	147
	<i>Gabriella "Gabbi" J. Maris and Bruce J. Fried</i>	
	Learning Objectives.....	147
	Vignette	148
	Introduction.....	149
	Recruitment	149
	The Recruiting Message in Recruitment and Selection.....	163
	Selection.....	165
	Retention	178
	Summary.....	186
	For Discussion.....	186
	Experiential Exercises	187
	References	189
Chapter 6	Organizational and Employee Development.....	195
	<i>Carla Jackie Sampson and Julene Campion</i>	
	Learning Objectives.....	195
	Vignette	196
	Introduction.....	197
	OED Departments or Outsourcing: Who Does the Work?	198
	Organizational Development and Culture	198

Employee Engagement	200
Employee Development	204
The Training Design Process.....	210
Training Delivery Modes.....	216
Training Methods.....	217
The Future of Organizational and Employee Development	220
Summary.....	222
For Discussion.....	222
Experiential Exercises	223
References	225
 Chapter 7 Performance Management.....	229
<i>Bruce J. Fried</i>	
Learning Objectives.....	229
Vignette	230
Introduction.....	234
Perceptions of and Misunderstandings About Performance	
Management	236
Doing Performance Management Well.....	242
The Special Role of Mentors and Mentoring.....	266
Summary.....	267
For Discussion.....	268
Experiential Exercises	268
References	271
 Chapter 8 Compensation Practices, Planning, and Challenges	277
<i>Bruce J. Fried, Brigid K. Grabert, and John Cashion</i>	
Learning Objectives.....	277
Vignette	278
Introduction.....	279
The Strategic Role of Compensation.....	282
Intrinsic Versus Extrinsic Rewards	284
Determining the Monetary Value of Jobs	288
Methods of Job Evaluation	288
Variable Compensation	296
Pay for Performance	297
Special Considerations for Compensating Physicians.....	301
Payment Methods and Practice Settings.....	302

Future Directions for Physician Compensation	305
Summary.....	307
For Discussion.....	307
Experiential Exercises	307
References	309
Chapter 9 Employee Benefits	313
<i>Melissa G. McCraw and Dolores G. Clement</i>	
Learning Objectives.....	313
Vignette	314
Introduction.....	315
Brief Historical Background	317
Major Federal Legislation	322
Mandatory Benefits	324
Voluntary Benefits	325
Designing a Benefits Plan	345
Summary.....	349
For Discussion.....	349
Experiential Exercise.....	349
References	350
Chapter 10 Organized Labor.....	355
<i>Carla Jackie Sampson, Bruce Fried, and Donna Malvey</i>	
Learning Objectives.....	355
Vignette	356
Introduction.....	357
Overview pf Unionization	359
The Labor Relations Process	361
A Review of Legislative and Judicial Rulings.....	369
Developments in Organizing Healthcare Workers	375
Management Guidelines.....	382
Summary.....	383
For Discussion.....	384
Experiential Exercises	384
References	387

Chapter 11	Diversity, Inclusion and Belonging in the Workplace.....	393
	<i>Carla Jackie Sampson, Bruce J. Fried, and Jeffrey Simms</i>	
	Learning Objectives.....	393
	Vignette	394
	Introduction.....	395
	Perspectives on Diversity	395
	Definition of <i>Diversity</i>	397
	Diversity, Inclusion, and the Team Environment	400
	Changing the Culture.....	401
	Approaches to Developing an Inclusive Organizational Culture	404
	Summary.....	407
	For Discussion.....	407
	Experiential Exercises	408
	References	409
Chapter 12	Applying Quality Improvement and Implementation Science in Human Resources Practices	411
	<i>Hillary K. Hecht and Bruce J. Fried</i>	
	Learning Objectives.....	411
	Vignette	412
	Introduction.....	414
	Defining <i>Quality</i>	416
	Quality and Quality Improvement	418
	Common Quality Improvement Strategies	422
	Defining <i>Implementation Science</i>	427
	The Role of Human Resources in Improvement Strategies.....	429
	Human Resource Practices and Team Effectiveness.....	430
	Summary.....	435
	For Discussion.....	436
	Experiential Exercises	437
	References	441
Chapter 13	Employee Well-Being	445
	<i>Amanda Raffenaud and Tina Yeung</i>	
	Learning Objectives.....	445
	Vignette	446
	Introduction.....	447
	Stress and Burnout	447
	Burnout Risk Factors.....	450

Concerns for Healthcare Professionals	451
External Factors Contributing to Burnout.....	454
Organizational Strategies to Reduce Stress and Burnout.....	455
Summary.....	459
For Discussion.....	459
Experiential Exercises	459
References	460
 Glossary	465
Index	483
About the Editors	499
About the Contributors	501