

Scenario for Assignments 1, 2, 3, 4, and 5

For Assignments 1, 2, 3, 4, and 5 you will take on the role of a consultant for a government agency. Your consulting firm has been asked by the agency to research it, interview representatives within the agency, compile a report, and provide recommendations for improvement. The first role of the consultant is to become familiar with the agency, its departments, and key actors. You will develop the assignment in five (5) parts, submitting each to your supervisor (your professor's role) who will offer feedback for revisions.

Select one of the following agencies from the federal, state, or local government listed below and then select a department within the agency. Usually, you can find contact information on their Websites. Each assignment builds upon the previous assignment. The agency you select in Assignment 1 must be used for all remaining assignments. You do not have to use the agency you selected in Week 1 discussion.

- Department of Health and Human Services (DHHS)
- Housing and Urban Development (HUD)
- Social Security Administration (SSA)

Assignment 1: Rationale and Analysis for Agency Selected, Part 1 (Week 2)

Note: No Interview Needed

Assignment 2: Evaluation of Agency's Public Personnel Administration, Part 2 (Week 4)

Assignment 3: Agency's Law and Ethics of Hiring a Diverse Workforce, Part 3 (Week 7)

Assignment 4: Analysis of the Agency's Policies, Procedures, and Plans – Unions, Privatization, Pensions, and Productivity, Part 4 (Week 9)

Assignment 5: Preparing for the Agency's Future, Part 5 (Week 10)

After selecting an agency and department, you are expected to:

1. Research the literature regarding issues that involve the selected agency and public administration in general.
2. Interview at least two (2) representatives of the agency's department for the different sections of the paper. (If you can obtain more than two (2) different interviews, do so. The more perspectives, the better. Interviews can be conducted in person, by phone, or by an electronic method such as email.)
3. Develop the assignments in parts, submitting them to your professor for review and feedback.
4. Revise Assignments 1, 2, and 3 based on your professor's feedback.

(Note: Guidelines for Interview Assignments at Strayer University (See Appendix):

(1) Before students engage in an interview assignment, they must adhere to these Guidelines for Interview Assignments at Strayer University:

(a) The purpose of the assignment is to train students in interview/research methods, not to develop or contribute to research that can be applied to situations beyond that studied or that is created to share with others beyond the local setting.

(b) No publication of projects containing the results of or information from the interviews is allowed, including publication in social media, blogs or the Internet generally. The interview findings may only be shared in the class.

(2) When presenting the results of their interviews to their instructor and / or classmates, students may not disclose personally identifiable information about an interviewee, unless they have received written permission from the interviewee as verified by their instructor.

(3) All interviewees must be at least 18 years old.)

Assignment 1: Rationale and Analysis for Agency Selected, Part 1

Due Week 2 and worth 100 points

Refer to the Scenario for Assignments 1, 2, 3, 4, and 5

Write a three to four (3-4) page paper, titled Rationale and Analysis for Agency Selected, Part 1

1. Provide background information about the agency's key historical events, mission, and goals / objectives. (Title this section Introduction)
2. Describe at least three (3) functions of this agency, highlighting the public it serves. (Title this section Agency Functions)
3. Analyze at least two (2) current events involving the agency that might have implications to personnel management. (Use the e-Activities from Week 1 and Week 2.) (Title this section Agency News)
4. Explain the rationale for selecting this agency with at least two (2) justifiable reasons. (Title this section Rationale for Selecting Agency)
5. Include at least four (4) peer-reviewed references (no more than five [5] years old) from material outside the textbook. **Note:** Appropriate peer-reviewed references include scholarly articles and governmental Websites. (Include no more than one non-government Website)

Some government websites you may want to consider are:

- U.S. Government Website located at www.usa.gov
- Office of Personnel Management Website located at www.opm.gov
- FedWorld Website located at <http://www.fedworld.gov/>

Your assignment must follow these formatting requirements:

- Be typed, double spaced, using Times New Roman font (size 12), with one-inch margins on all sides; citations and references must follow APA or school-specific format. Check with your professor for any additional instructions. When referencing Websites, make sure you follow APA formatting within the text and on the Reference Page.
- Include a cover page containing the title of the assignment, the student's name, the professor's name, the course title, and the date. The cover page and the reference page are not included in the required assignment page length.

The specific course learning outcomes associated with this assignment are:

- Analyze key historical and legislative events in the development of personnel management in the public sector.
- Analyze pertinent issues, such as motivation and productivity, collective bargaining, labor relations, equal employment opportunity (EEO), affirmative action (AA), intergovernmental relations, and / or professionalism, facing public personnel managers.
- Assess external organizational and employee conditions as well as their implications to and impact on personnel management.
- Develop a proposal for strategic public personnel management for a specific setting.
- Use technology and information resources to research issues in public personnel management.
- Write clearly and concisely about public personnel management using proper writing mechanics.

Grading for this assignment will be based on answer quality, logic / organization of the paper, and language and writing skills, using the following rubric.

Points: 100	Assignment 1: Rationale and Analysis for Agency Selected, Part 1
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Criteria	Unacceptable Below 70% F	Fair 70-79% C	Proficient 80-89% B	Exemplary 90-100% A
1. Provide background information about the agency's key historical events, mission, and goals / objectives. (Title this section Introduction) Weight: 10%	Did not submit or incompletely provided background information about the agency's key historical events, mission, and goals / objectives. (Title this section Introduction)	Partially provided background information about the agency's key historical events, mission, and goals / objectives. (Title this section Introduction)	Satisfactorily provided background information about the agency's key historical events, mission, and goals / objectives. (Title this section Introduction)	Thoroughly provided background information about the agency's key historical events, mission, and goals / objectives. (Title this section Introduction)
2. Describe at least three (3) functions of this agency, highlighting the public it serves. (Title this section Agency Functions) Weight: 30%	Did not submit or incompletely described at least three (3) functions of this agency. (Title this section Agency Functions)	Partially described at least three (3) functions of this agency. (Title this section Agency Functions)	Satisfactorily described at least three (3) functions of this agency. (Title this section Agency Functions)	Thoroughly described at least three (3) functions of this agency. (Title this section Agency Functions)
3. Analyze at least two (2) current events involving the agency that might have implications to personnel management. (Use the e-Activities from Week 1 and Week 2.) (Title this section Agency News) Weight: 20%	Did not submit or incompletely analyzed at least two (2) current events involving the agency that might have implications to personnel management. (Use the e-Activities from Week 1 and Week 2.) (Title this section Agency News)	Partially analyzed at least two (2) current events involving the agency that might have implications to personnel management. (Use the e-Activities from Week 1 and Week 2.) (Title this section Agency News)	Satisfactorily analyzed at least two (2) current events involving the agency that might have implications to personnel management. (Use the e-Activities from Week 1 and Week 2.) (Title this section Agency News)	Thoroughly analyzed at least two (2) current events involving the agency that might have implications to personnel management. (Use the e-Activities from Week 1 and Week 2.) (Title this section Agency News)
4. Explain the rationale for selecting this agency with at least two (2) justifiable reasons. (Title this section Rationale for Selecting Agency) Weight: 20%	Did not submit or incompletely explained the rationale for selecting this agency with at least two (2) justifiable reasons. (Title this section Rationale for Selecting Agency)	Partially explained the rationale for selecting this agency with at least two (2) justifiable reasons. (Title this section Rationale for Selecting Agency)	Satisfactorily explained the rationale for selecting this agency with at least two (2) justifiable reasons. (Title this section Rationale for Selecting Agency)	Thoroughly explained the rationale for selecting this agency with at least two (2) justifiable reasons. (Title this section Rationale for Selecting Agency)
5. 4 references (Include no more than one (1) non-government Website) Weight: 10%	Does not meet the required number of references.	Meets the required number of references; some or all references poor quality choices.	Meets number of required references; all references good quality choices.	Exceeds number of required references; all references high quality choices.
6. Clarity, writing mechanics, and formatting requirements Weight: 10%	More than 6 errors present	5-6 errors present	3-4 errors present	0-2 errors present

Timing	PAD 530 Interview Guide
Before the Interview	<ul style="list-style-type: none"> • Locate the names and contact information of people to interview. (These may be on the Website or you may need to call the general information number.) • Contact the representative(s) and introduce yourself as a Strayer University Graduate student completing a course in Public Personnel Management. • Inform him / her that through this you are reviewing the agency and serving as an informal student consultant and request a 30- to 45-minute interview. • Inform him / her of the major areas you will be addressing: <ul style="list-style-type: none"> ○ Organization's Design ○ Hiring, Retaining a Diversified and Ethical Workforce ○ Recruitment Practices ○ Training and Development ○ Globalization ○ Unionization ○ Retirement ○ Productivity and Performance Evaluation ○ Privatization ○ Succession Planning • State that all information will be for an academic paper only, will not be published in any written or media format, or used for any type of copyrights. • Request specific date(s) and time(s) for the interview(s). Remember, interviews can be by phone, in person, or by email. (If by email, request a date you can send the questions. Inform person of date you need the responses.) Also note that one person may be in a position to discuss several of the assignment areas. Be sure to look at all the assignment questions to formulate relevant questions for better responses. • Review the agency and department prior to the interview and gain as much information as possible in the time you have. You do not want to waste any time or go past the time allowed for the interview. • Write or computer-generate the questions you plan to ask. Number your questions so you can reference the question number as you take notes. For example Assignment 1 Question 3 could be labeled as 1.3 and so forth. • Familiarize yourself with your list of questions. • Ask the interviewee permission to send a suggested list of questions to be covered during the interview several days before the interview takes place. This will save time during the interview. If the interviewee responds to the questions prior to the interview, review the questions and be prepared to discuss any answers that are vague or for which you need more information and for which you would like to gain more experience of the subject matter.
During the Interview	<ul style="list-style-type: none"> • Be courteous and respectful, especially of the person's time. Be prepared and professional in tone and speed of communication. • Ask clear, specific questions. • Follow up any brief, incomplete, and / or vague comments with questions such as: "Could you give an example?" or "Would you explain that a little more?" • Ask if there are other sources (people, documents, Websites) that would be helpful.

	<ul style="list-style-type: none"> • Thank the person for his / her time. Send a thank-you note by email or regular mail. • Contact any person he or she recommends and follow the same protocol as outlined in this interview guide. Also, inform the recommended person of the person who recommended him or her for your contact.
After the Interview	<ul style="list-style-type: none"> • Type up your notes right away. • Align the representative's answers with the appropriate questions. • Align the representative's comments with research you have done in the area(s). • Point out in your paper how the representative's comments were supported by or differed from the research. Hypothesize reasons discrepancies may exist. • Include the proof of the interview(s) with the notes from the interview for the paper's Appendix.

Agency		Department	
Person(s) Interviewed		Medium (Phone, email, in person, identify if other)	
Interviewee's Position		Date(s) of Interview	

Assignment 2: Evaluation of Agency's Public Personnel Administration, Part 2

Area	Topics for Questions	Interviewee Answers
Organizational Design		
Globalization		
Personnel Recruitment and Hiring Practices		
Employee Skills Training		
Recruiting and Training Recommendations		

Assignment 3: Agency's Law and Ethics of Hiring a Diverse Workforce, Part 3

Area	Topics for Questions	Interviewee Answers
Laws Affecting the Agency		
Personnel Recruitment and Hiring Practices		

Area	Topics for Questions	Interviewee Answers
Ethics and Diversity Training		
Recruiting and Training a Diversified Workforce		

Assignment 4: Analysis of the Agency's Policies, Procedures, and Plans Regarding Unions, Privatization, Pensions, and Productivity, Part 4

Area	Topics for Questions	Interviewee Answers
The Agency and Unions		
The Agency and Privatization		
Employee Pension Plans		
Productivity and Performance Evaluation		
Recommendations for Improving Productivity and Performance Evaluation		

Assignment 5: Preparing for the Agency's Future, Part 5

Area	Topics for Questions	Interviewee Answers
Challenges Of Succession Planning		
Components Of Effective Implementation Of Succession Planning		
Skills For Managing Personnel Through Turbulence		
Innovations For Succession Planning		