

***Ledbetter v. Goodyear:* Circumscribing Title VII's Discrimination Protections**

By Mark D. Bradbury, PhD

In *Ledbetter v. Goodyear* (2007) the U.S. Supreme Court was asked to clarify Title VII's rules related to the timeliness of pay discrimination claims. The Court's decision formalized the legal difference between discrete instances of discrimination and the lingering effects of discrimination as they relate to how much time an employee has to file a discrimination claim with the Equal Employment Opportunity Commission. A key distinction was drawn between a discriminatory organizational pay structure and the actions of individual supervisors. Ultimately the Court equated decisions related to pay with other personnel actions and requires employees to promptly file an alleged discriminatory action with the EEOC. When considered in the context of the limitations of the Equal Pay Act, the *Ledbetter* decision further tips the weighing of interests toward the employer.

Promoting Organizational Fit in Strategic HRM: Applying the HR Scorecard in Public Service Organizations

By J. Barton Cunningham, PhD, and Jim Kempling, University of Victoria

Some models of strategic HRM promote the idea of linking HRM's practices so they "fit" line managers' needs for implementing their strategies and objectives. We tried to apply the idea of "fit" by using the HR Scorecard in two public sector organizations: the Victoria Cool Aid Society and the Ministry of Water, Land and Air Protection. In our applications, we took each of the organization's strategic themes and asked a series of questions to identify HRM objectives, activities, initiatives, and measures to respond to internal client needs. The projects focused on the long range outcome of helping each organization achieve its strategies and objectives in an effective and efficient way. It did this by helping develop a better "fit" between HRM's systems, procedures and practices and what various line departments needed.

Creating a Motivated Workforce: How Organizations Can Enhance and Develop Public Service Motivation (PSM)

By Willow S. Jacobson, PhD

The impact of organizational action on the enhancement and development of public service motivation (PSM) was explored through interviews with mid-level managers at two federal agencies. Participants expressed substantial individual variation in their initial reasons for pursuing government employment, with a large majority citing pragmatic reasons rather than the altruistic ones PSM research might indicate. However, individuals' conceptions of public service motivation are dynamic over time and change as those individuals move through organizational levels and positions. This research was undertaken in response to the call for more investigation into the practical implications of PSM for public employers, and results indicate that organizations can have a distinct impact on the development and framing of employees' public service motivation.

Human Resources Issues in Local Government: Yesterday's Headlines Remain Today's "Hot Topics"

By Amy M. McDowell and William M. Leavitt, PhD

The authors of this article suggest that one of the most informative methods to identify the human resources issues that occupy an organization's time and efforts is to ask the experts directly. In many local governments, there are at least three groups or organizational units that share responsibility for human resources functions and that must work together as a team to successfully resolve human resources issues: managers and supervisors, human resources professionals, and attorneys. This article specifically addresses some of the legal concerns and issues, i.e., the "hot topics," that constitute the primary workload of attorneys practicing local government employment law, explores these issues, and identifies strategies used to address these ongoing concerns.

Performance Management and Appraisal in Human Service Organizations: Management and Staff Perspectives

By Sally Selden, PhD, and Jessica E. Sowa, PhD

To demonstrate their effectiveness, nonprofit organizations, like public and private sector organizations, are facing increasing pressure to demonstrate how well they perform and their plans for future improvement. An essential part of this process of measuring and fostering effectiveness is managing the performance of organizational members; typically this is accomplished with performance management processes, as the ability of nonprofit organizations to meet their goals is directly dependent upon the ability of the staff to perform effectively in the management and delivery of services. Performance management systems have been studied extensively in the public and for-profit sectors but have not been adequately explored in the nonprofit sector to surface possible sector-specific challenges. This study addresses this gap in the nonprofit knowledge base by comparing the utilization of different components of a performance management system from the perspective of management and frontline staff. It identifies gaps in the perceptions of management and staff concerning performance management and identifies five different models of performance management systems, concluding with lessons for practice.

Elucidating the Relationships among Transformational Leadership, Job Satisfaction, Commitment Foci and Commitment Bases in the Public Sector

By Feng-Hua Yang, PhD, Melien Wu, PhD, Chen-Chieh Chang and Yuhsin Chien

This paper examines the relationships among transformational leadership, job satisfaction, commitment foci and commitment bases in the public sector, using public sector's military officers as an example. A total of 300 military officers participated in this study. Participants in this convenience sampling returned 208 valid questionnaires, representing a 69.3% response rate. Results show that the higher the subordinate's transformational leadership perception of a supervisor, the higher the identification and internalization towards the supervisor will be; the higher the subordinate's job satisfaction, the higher the identification and internalization towards the organization will be; transformational leadership's forecasting ability is greater than that of job satisfaction with regards to the commitment to supervisors; job satisfaction's forecasting ability is greater than that of transformational leadership with regards to the organizational commitment. Implications and directions for future research are subsequently provided.

Keywords: Transformational leadership, job satisfaction, foci and bases of employee commitment