

Public Personnel Management is published specifically for human resource executives and managers in the public sector. Each quarterly edition contains in-depth articles on trends, case studies, and the latest research by top human resource scholars and industry experts.

Public Personnel Management

Public Personnel Management

IPMA-HR's quarterly journal focusing on trends, case studies, and the latest research by top human resource scholars and industry experts.

Volume 38 No. 1 Spring 2009

- Challenges Facing Senior Public Servants in a Plural Society
- Employees' Perception of Organizational Change: The Mediating Effects of Stress Management Strategies
- Perceived Fairness of a Background Information Form and a Job Knowledge Test
- Assessing Electronic Recruitment Implementation in State Governments: Issues and Challenges
- Psychological Testing in Personnel Selection, Part III: The Resurgence of Personality Testing
- Minority Representation in Senior Positions in U.S. Federal Agencies: A Paradox of Underrepresentation
- New Tricks for an Old Dog: Visualizing Job Analysis Results



1617 Duke Street
Alexandria, Virginia 22314
Tel 703-549-7100
Fax 703-684-0948
www.ipma-hr.org

IPMA-HR

**International Public Management Association
for Human Resources**

2009 Executive Council

President

Joseph T. Lunt, Jr., IPMA-CP
City of Shreveport, LA

President-Elect

Margaret M. Whelan, IPMA-CP
City of Los Angeles, CA

Past-President

Pam Kannady, IPMA-CP
Kansas City Public Library

Council Members

Mila Cosgrove, IPMA-CP
City and Borough of Juneau, AK

Richard Dukellis, IPMA-CP
City of La Mesa, CA

James D. Farrell, IPMA-CP
Equaterra-Public Sector, MI

Nancy Kiyonaga, IPMA-CP
State of New York Department of Civil Service

Jennifer H. Lang, IPMA-CP
Social Security Administration
Chicago, IL

Christine Major, IPMA-CP
National Institutes of Health
Bethesda, MD

Kimla T. Milburn, IPMA-CP
City of Annapolis, MD

Richard L. Stokes, IPMA-CP
University of Tennessee

Mark Van Bruggen, IPMA-CP
NJ Civil Service Commission

Rafael Viscasillas, IPMA-CP
Hennepin County, MN

Samuel Wilkins, IPMA-CP
South Carolina Budget & Control

Sharalyn Young, IPMA-CP
Transportation and Infrastructure
Renewal/Finance Central Services Unit
Halifax, Nova Scotia
Canada

Executive Director

Neil E. Reichenberg, CAE

Public Personnel Management

IPMA-HR's quarterly journal focusing on trends, case studies, and the latest research by top human resource scholars and industry experts.

POSTMASTER: send address changes to *Public Personnel Management*, 1617 Duke Street, Alexandria, VA 22314.

Public Personnel Management (ISSN 0091-0260) is published quarterly by the International Public Management Association for Human Resources – United States (IPMA-HR), 1617 Duke Street, Alexandria, VA 22314 and may not be reproduced in whole or in part without written permission from IPMA-HR. Periodicals Postage is paid at Alexandria, VA and additional mailing offices. USPS Publication Number: 449400

Subscriptions, Reprints and Claims

Subscription Cost: Print—\$130 one year, domestic and \$175 one year, international; Online Only—\$100 for all. All print subscribers to *Public Personnel Management* receive online access as part of their subscriptions. Single copies are \$40 each for IPMA-HR members and \$50 for nonmembers, plus shipping—limited supply available. You may order single copies of articles from Ingenta; browse by article title at www.ingentaconnect.com (use the “fax/aerial” search function) or send e-mail to ushelp@ingenta.com. For requests to reproduce articles for educational purposes, *Public Personnel Management* is registered with the Copyright Clearance Center, whose phone number is (978) 750-8400. All other copyright requests must be directed to the editorial office at IPMA-HR, whose fax number is (703) 684-0948 and whose e-mail address is publications@ipma-hr.org. The mailing address is below. Claims for missing issues will only be accepted for one year from the publication date of each issue.

Article Submissions

All correspondence regarding manuscripts should be directed to the Editorial Office at the address below. The “Guidelines for Contributors” to *Public Personnel Management* appears in this issue.

Public Personnel Management articles are indexed cumulatively in each issue. In addition to paid subscriptions, the publication is sent to all IPMA-HR members as a condition of membership. The views expressed in the articles and other contributions are those of the authors and may not be construed as reflecting the views of the International Public Management Association for Human Resources—United States or the editor unless otherwise stated.

Editorial Office, *Public Personnel Management*
1617 Duke Street
Alexandria, VA 22314
telephone: 703-549-7100
fax: 703-684-0948

Copyright © 2009

Elizabeth Kirkland, *Editor*

Ed Lamb, *Copy Editor*

Debbie Tankersely-Snook, *Special Assistant*

Alison Dixon, *ImagePrep Studio, Typesetting*

Publications Advisory Board

Erika Bacher

NYS Dept of Transportation
Albany, NY

Velma J. Ballard, SPHR,

IPMA-CP
Dept of Housing & Community Dev
Richmond, VA

Steven Burnkrant, Ph.D.

U.S. Office of Personnel Management
Washington, D.C.

Gwen Burston, JD, IPMA-CP,

SPHR
Orange Water and Sewer Authority
Carrboro, NC

Maury Buster, PhD

Alabama Personnel Dept
Montgomery, AL

Margaret V. Buttrick,

IPMA-CP
WV Higher Ed. Policy Commission
Charleston, WV

Dr. Thomas J. Calo, Ed.D.,

IPMA-CP
Perdue School of Business
Salisbury, MD

N. Joseph Cayer

Arizona State University
Phoenix, AZ

Carole J. Cimitile, Ph.D.

BearingPoint Consulting
Alexandria, VA

Stephen E. Condrey, IPMA-CP

University of Georgia - Vinson Inst.
of Govt.
Athens, GA

Jill M. Crumpacker, Esq.

Office of Human Capital Mgmt
Alexandria, VA

Martha Crumpacker

Washburn Univ School of Business
Topeka, KS

Douglas G. Detling

City of Medford
Medford, OR

Fiona Edgar

Department of Management
Dunedin,

Daniel R. Flukas

AZ Dept of Environmental Quality
Phoenix, AZ

John Ford

US Merit Systems Protection Board
Gaithersburg, MD

Gloria J. Gallardo

California Dept of Justice
West Covina, CA

Thomas C. Gunn

SOME Consulting Inc
Hillsboro, OR

Diane Guzak, IPMA-CP

City of Grand Blanc
Grand Blanc, MI

Gary R. Hacker

Department of Defense
- Inspector General
Arlington, VA

Harold G. Harrison, IPMA-CP,

SPHR
Summit County MRDD
Tallmadge, OH

Kris E. Keyes, IPMA-CP

City of Newport News
Newport News, VA

Pamela Leake

City of Goldsboro
Goldsboro, NC

Linda McKinney, IPMA-CP,

SPHR
City of Sarasota
Sarasota, FL

Patrick L. Owens Jr., DBA,

IPMA-CP
Horry County Government
Conway, SC

Patrick Parsons, IPMA-CP,

SPHR
Peoria, IL

Jeffrey Rain

Rain & Brehm Consulting Group,
Inc.
Rockledge, FL

Linda A. Robinson, Ph.D.

University of the Sciences
Philadelphia, PA

John A. Soubik

Commonwealth of Pennsylvania
Harrisburg, PA

Mindy Stooksbury

Maryville City Schools
Maryville, TN

Susan Streb

City of Palestine
Palestine, TX

Judy R. Thimakis, MPA

Salt Lake County Personnel
Salt Lake City, UT

Kate Van Beek

County of Peoria
Peoria, IL

Kimberly O. Webster, MPA

Jefferson Co Court House
Birmingham, AL