

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.

Special Issue

Talent Management

- Identifying the Right Course for Talent Management
- Talent Management: Issues of Focus and Fit
- Talent Management in the Era of the Aging Workforce: The Critical Role of Knowledge Transfer
- The U.S. Federal Senior Executive Service (SES) and Gender Diversity: Would Proposed Legislation Enhancing the Representational Diversity of Selection Panels Necessarily Increase the Number of Female Appointments to the SES?
- The Next Generation of Leadership Assessments: Some Case Studies
- Managing Talent in the South African Public Service

Volume 37 No. 4 Winter 2008

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT
ASSOCIATION for HUMAN RESOURCES

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**

2008 Executive Council

President

Pam Kannady, IPMA-CP
Kansas City Public Library

President-Elect

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

Past-President

Oscar B. Jackson, Jr., IPMA-CP
Oklahoma Office of Personnel Management

Council Members

Harry Brull
Personnel Decisions International

Cheryl Cepelak, IPMA-CS

Connecticut Department of Correction

Richard Dukellis, IPMA-CP

City of La Mesa, CA

Lynn Hellinger, IPMA-CP

National Institute on Aging
National Institutes of Health

Nancy Kiyonaga, IPMA-CP

State of New York Department of Civil Service

Jennifer H. Lang, IPMA-CP

Social Security Administration
Chicago, IL

John Lavelle

The Walker Group

Kimla T. Milburn, IPMA-CP

City of Annapolis, MD

Richard L. Stokes, IPMA-CP

University of Tennessee

Rafael Viscasillas, IPMA-CP

Hennepin County, MN

Margaret M. Whelan, IPMA-CP

City of Los Angeles, CA

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 © 2008

Elizabeth Kirkland, *Editor*

Ed Lamb, *Copy Editor*

Debbie Tankersely-Snook, *Special Assistant*

Alison Dixon, *ImagePrep Studio, Typesetting*

Publications Advisory Board

Thomas J. Acquaro, MPA, IPMA-CP

City of Deltona, FL

Erika Bacher

New York State Department of Civil Service
Albany, NY

Velma J. Ballard, SPHR, IPMA-CP

Department of Housing & Community Development
Richmond, VA

Gwen Burston, IPMA-CP

Orange Water and Sewer Authority
Carrboro, NC

Maury Buster, PhD

Alabama Personnel Department
Montgomery, AL

Margaret V. Buttrick, IPMA-CP

West Virginia Higher Education Policy Commission
Charleston, WV

Pat Carson, IPMA-CP

Forsyth County Human Resources
Cumming, GA

N. Joseph Cayer

Arizona State University
Phoenix, AZ

Aimee L. Cella

City of Henderson, NV

Stephen E. Condrey, PhD, IPMA-CP

University of Georgia, Carl Vinson Institute of Government
Athens, GA

Jill M. Crumpacker, Esq., LL.M., SPHR

U.S. Department of Agriculture
Alexandria, VA

Douglas G. Detling, IPMA-CP

City of Medford, OR

Fiona Edgar, PhD

University of Otago
Dunedin, New Zealand

Sandra Esqueda

City of Temple, TX

Diane Guzak, IPMA-CP

City of Grand Blanc, MI

Rick D. Humphress, MBA

Oracle
Gaithersburg, MD

Kris E. Keyes, IPMA-CP

City of Newport News, VA

Deborah A. King

Evolution Management, Inc
Marietta, GA

Pamela Leake

City of Goldsboro, NC

Wendy G. Macy, JD, SPHR

Los Angeles Unified School District
Los Angeles, CA

Karen L. Main, IPMA-CP

City of Englewood, CO

Leonard A. Matarese, IPMA-CP

City of Buffalo, NY

Linda McKinney, IPMA-CP, SPHR

City of Sarasota, FL

Patrick L. Owens, Jr., DBA, IPMA-CP

Horry County Government
Conway, SC

Patrick A. Parsons, IPMA-CP, SPHR

Illinois Central College
East Peoria, IL

Jeffrey Rain

Rain & Brehm Consulting Group, Inc.
Rockledge, FL

Linda A. Robinson, PhD

University of the Sciences
Philadelphia, PA

Brigitte W. Schay, PhD

OPM Employment Service
Washington, DC

Jennifer G. Smith, MA, IPMA-CP

Public Health, Dayton Montgomery County
Dayton, OH

John A. Soubik

Commonwealth of Pennsylvania
Harrisburg, PA

Craig Southern, MS

The Governor's Office of Planning & Budget
Atlanta, GA

Geof Stark

Churchill County
Fallon, NV

Mindy Stooksbury, IPMA-CP, PHR

Maryville City Schools
Maryville, TN

Ana Urquijo, IPMA-CP

City of Douglas, AZ

Kate Van Beek

County of Peoria, IL

Kimberly O. Webster, MPA

Jefferson County Commission
Birmingham, AL