Contents

Pref	face	X
Ack	nowledgments	xxii
The	Author	xxvi
	Part One: The Strategic Management of a Strategic Resource	1
1.	The Challenge to Traditional Management Practice	3
2.	The Rise of Human Capital Issues in Public and Private Organizations	25
	Part Two: The Workforce Management Logic: Balancing Supply and Demand for Human Knowledge, Skills, and Abilities	47
3.	Connecting Strategic Decision Making to Operations	49
4.	Linking Employment System Design to Human Resource Availability	75
5.	Determining Human Resource Requirements from Strategic Goals	103

x Contents

Part Three: Workforce Information Systems as a Strategic Tool	129
6. Information Needs of Decision Makers	131
7. Converting Data into Useful Information	147
8. Managing Workforce Information	167
9. Using Data bases to Support Decision Making	184
Part Four: Workforce Decision Making	207
10. Analyzing Workforce Information	209
11. The Strategic Perspective in Making Choices	235
12. Implementing Workforce Management Improvements	262
Appendix A. Human Resource Information System Availability	
Appendix B. Mental Health Workforce Crosswalk	289
Appendix C. Annotated Bibliography on Human Resource Forecasting and Planning	
Appendix D. Human Resource Forecasting and Planning Example	
Appendix E. The Learning Curve Illustrated	310
References	315
Index	336