

Contents

| | | |
|----------------|--|-----|
| <i>Preface</i> | | vii |
| 1 | Planning and Personnel | 1 |
| 2 | A Process for Doing Current Human Resources Management Planning Work | 16 |
| 3 | Current Human Resources Management Planning Items | 29 |
| 4 | Strategic Human Resources Management Planning | 41 |
| 5 | Productivity Improvement | 56 |
| 6 | Educational Deficiency | 76 |
| 7 | Delegative Management | 93 |
| 8 | Fairness | 110 |
| 9 | Managing Differences | 127 |
| 10 | Special Interest Groups | 142 |
| 11 | Fair Pay | 156 |
| 12 | Health-Care Cost Containment | 171 |
| 13 | Retirement Issues | 184 |
| 14 | Chronic Labor Scarcity | 195 |
| 15 | The Impact of Technology on the Work Experience | 207 |
| 16 | Employee Owners | 218 |
| 17 | Restructuring the Organization | 227 |

| | | |
|--------------|--|------------|
| 18 | Job Security | 237 |
| 19 | The Working Poor | 247 |
| 20 | The New Work Democracy | 255 |
| 21 | Eight Additional Planning Items to Consider | 263 |
| 22 | Visions of the Future | 276 |
| <i>Index</i> | | 287 |