

The Foundations of Public Administration Series is a collection of articles written by experts in 20 content areas, providing introductory essays and recommending top articles in those subjects.

Sample Course Syllabus

WORKFORCE DIVERSITY: PUBLIC MANAGEMENT IMPLICATIONS

Course Description:

Yellow, brown, black, white. Male, female. Muslim, Christian, Jew. Inner city, suburban, rural. Young, old. Native-born, foreign born. Professional, semi-skilled, unskilled. Democrat, Republican. Management, labor. All ways of categorizing the “other” produce stereotypes, social distance, and assumptions that may or may not be accurate. Whether diversity is viewed as a steaming cauldron or the practice field for democracy, it is here to stay and managers must be cognizant of its effects in the workplace. Much like democracy, diversity is a process, not an end, and it requires vigilance.

This course will examine the difference that “otherness” makes in the workplace from the worker’s perspective as well as from the manager’s. We will explore levels of complexity related to being an “other” through interviews, discussions, readings, debates, and introspection. Organizational dynamics that result from “differentness” will be explored. Managerial strategies will be discussed.

Whether “differentness” is rooted in race, ethnicity, or other personal characteristics, everyone has gender. And it is a fact that gender, *ipso facto*, produces differentness. For this reason, several weeks of the readings focus on the gender divide. As the weeks proceed, we will expand our readings and discussions to encompass issues resulting from race and ethnicity, along with age, physical ability, religion, and sexuality.

Master’s students will learn how to be better managers; doctoral students will become acquainted with current research streams and will learn how to conduct research into the subject of workforce diversity.

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Foundations of Public Administration

Gender and Diversity – Syllabus

Mary E. Guy and Kristin L. Schumacher

Course Objectives:

1. Analyze and assess the relevance of diversity within public administration
2. Evaluate the factors that inhibit, prohibit, or enable a diverse public workforce
3. Summarize and compare supporting and opposing views concerning diversity
4. Develop familiarity with diversity research
5. Develop and express critical thinking skills
6. Display effective writing skills

Required Texts:

Broadnax, Walter (ed.). 2000. *Diversity and Affirmative Action in Public Service*. Westview Press.

Powell, Gary N. and Laura M. Graves. 2003. *Women and Men in Management* (3rd Ed.). Sage.

Stivers, Camilla. 2000. *Bureau Men, Settlement Women*. University of Kansas Press.

Evaluation Elements:

Midterm exam	20%
Biography/Autobiography	20%
Course paper	30%
Comment papers	10%
Class participation	<u>20%</u>
	100%

General Information:

1. Your participation in class discussions will help you clarify the readings and achieve a richer understanding of workforce diversity and its implications for management. For this reason, your *active, informed* participation is rewarded with points toward your final grade. In order to learn the material and make informed contributions to each class, complete the assigned readings prior to class. Although you may miss as many classes as you wish, points earned for participation will suffer with each absence.

The points will be assigned as follows for each class meeting:

- 2 points = contributes to the discussion by incorporating points in the assigned readings and provides thoughtful, informed comments
 - 1 point = contributes to class discussion but fails to demonstrate familiarity with readings
 - 0 points = fails to contribute to the discussion, whether present or absent
2. Written assignments must be crafted according to the Sixth edition of the *APA Style Manual*. Available at bookstores.
 3. Check Blackboard for announcements and updates to class material.
 4. **Late assignments:** Work turned in after the due date will incur an automatic 1-point penalty.

5. **Academic Honesty:** You are expected to uphold the university's Academic Honor Code. It is based on the premise that you have the responsibility to uphold the highest standards of academic honesty in your own work and refuse to tolerate academic dishonesty among your classmates. I cannot over-emphasize the need for you to be sensitive to plagiarism, which is a violation of the Honor Code. It is the unacknowledged use of another person's work, in the form of original ideas, strategies, and research as well as another person's writing, in the form of sentences, phrases, and innovative terminology. *This means that if you use the words or ideas of others without giving proper credit, you are guilty of plagiarism.* Intentional plagiarism involves deliberate copying or use of another's words or ideas. Unintentional plagiarism usually results from ignorance of the rules for documenting sources or from sloppy research and note-taking. Even if plagiarism is unintentional, it is still a violation of the Honor Code. The purpose for citing other authors' works is twofold: to give credit for their work and to direct your reader to the sources from which you derive your ideas. The following guidelines will help you avoid plagiarism:

- When writing, use your own words; when you use another writer's words, use quotation marks and credit the source with an in-text citation. (See APA Style Manual)
- Do not make slight variations in the language and then fail to credit the source. If the expression is essentially the same, the author still deserves credit.
- Even if you are not directly quoting the material, you should still document the ideas that you use.
- If you are unsure whether to cite or not, it is better to cite.

6. **Instructions for Weekly Comments:** Weekly Comments are brief papers, a page or so in length (single-spaced), in which you provide thoughtful comments about the week’s readings. Class discussion will be based, in part, on these. You will receive credit for well-crafted, thoughtful analysis that demonstrates your comprehension of the material. Comments should reflect all the required reading each week.
7. **Instructions for Biography:** Select someone who is actively working for government or a nonprofit agency. This person should be different from the majority of workers who hold a similar position. (“Different” pertains to gender, race, ethnicity, sexuality, age, physical ability, or religion). The longer your biographee’s career, the richer your interview will be. Before you hold the interview, make sure you have done your background work and learned enough to be able to frame thoughtful questions.

How to conduct the interview?

Introduce yourself and explain your assignment. Ask if the person is willing to grant you an interview. Be on time for your appointment. Jot down questions ahead of time to help your interview stay on track. Focus your questions on the person’s perspective of how s/he fits into the workplace milieu. How does s/he experience and articulate “differentness”? What insights can your interviewee offer about the challenges and opportunities afforded by diversity in the workplace?

Ask open-ended questions and then listen attentively to the answers. Refrain from taking notes during the interview as much as possible. Immediately following the interview, write down every comment verbatim. These private notes will help you as you reconstruct the interview, sort out the key elements of the interview, and make sense of who this person is and how s/he experiences the workplace milieu.

What to include in written biography?

The written biography is to be a formal paper that blends facts from your course readings with insights gleaned from your interview. Include in your written paper an analysis of how closely your readings coincide with the lived experience of the person you interview. Close your paper by telling what you have learned about “the difference that differentness makes” in the workplace.

Approximate length? The written report should be about 5 pages, typed, single spaced, 12 point type, with one inch margins.

Style? Refer to the *APA Style Manual*. Follow its instructions so that your citations are correct. You will lose points if your paper is not written according to APA style.

Lecture Topics and Readings

Week One – Diversity: The Identical Twin of American Democracy

Read: Broadnax, Chapters 1, 2, & 3

Lecture & Discussion: Why is an appreciation of diversity in a democracy relevant for public administration students? What are the obvious and what are the subtle connections?

Week Two – Democracy and Representative Bureaucracy

Read:

Bradbury, M. D., & Kellough, J. E. (2008). Representative bureaucracy: Exploring the potential for active representation in local government. *Journal of Public Administration Research and Theory*, 18(4), 697-714.

Krislov, Samuel. (1974). *Representative Bureaucracy*. Englewood Cliffs, NJ: Prentice-Hall, Inc.

Naff, K. C. (2001). *To Look Like America*. Boulder, CO: Westview Press.

Sowa, J. E., & Selden, S. C. (2003). Administrative discretion and active representation: An expansion of the theory of representative bureaucracy. *Public Administration Review*, 63(6), 700-710.

Wilkins, V. M., & Williams, B. N. (2008). Black or blue: Racial profiling and representative bureaucracy. *Public Administration Review*, 68(4), 654-664.

Week Three – Gender within the Historical Context of US Public Administration

Read: Broadnax, 16 & 17; Powell & Graves, 1, 2, 3; Stivers, in its entirety; plus three from the list below:

- Burnier, D. (2004). Lost and found: Gender, narrative, Miss Burchfield, and the construction of knowledge in public administration. *Administrative Theory & Praxis*, 28(3), 444-464.
- Burnier, D. (2008). Erased history: Frances Perkins and the emergence of care-centered public administration. *Administration & Society*, 40(4), 403-422.
- Guy, M. E. (2000). The amazing Miss Burchfield. *Public Administration Review*, 60(1), 6-19.
- Rubin, M. M. (1990). Women in ASPA: The fifty-year climb toward equality. *Public Administration Review*, 50(2), 277-287.
- Rubin, M. (2000). Women in the American Society for Public Administration: Another decade of progress but still a way to go. *Public Administration Review*, 60(1), 61-71.
- Scheer, T. J. (2002). The "praxis" side of the equation: Club women and American public administration. *Administrative Theory & Praxis*, 24(3), 519.

Week Four – Feminist Theory & Contemporary US Public Administration

Read:

- Burnier, D. (2003). Finding a voice: Gender and subjectivity in public administration research and writing. *Administrative Theory & Praxis*, 25(1), 37-60.
- DeHart-Davis, L., Marlowe, J., & Pandey, S. K. (2006). Gender dimensions of public service motivation. *Public Administration Review*, 66(6), 873-887.
- Guy, M. E. (1992). The feminization of public administration: Today's reality and tomorrow's promise. In M. T. Baily & R. Mayer (Eds.), *Public Administration in an Interconnected World: Essays in the Minnowbrook Tradition* (pp. 91-115). Westport, CT: Greenwood Press.
- Hutchinson, J. R. (2002). En-gendering democracy. *Administrative Theory & Praxis*, 24(4), 721-738.
- Morton, N. O. R., & Lindquist, S. A. (1997). Revealing the feminist in Mary Parker Follett. *Administration & Society*, 29(3), 348-371.
- Newman, M.A. and Guy, M.E. (1998). Taylor's Triangles, Follett's Web 1998. *Administrative Theory & Praxis*, 20(3), pp. 287-297.
- Stivers, C. (1990). Toward a feminist theory of public administration. *Women & Politics*, 10(4), 49-65.
- Stivers, C. (2005). Dreaming the world: Feminisms in public administration. *Administrative Theory and Praxis*, 27(2), 364-369.

Week Five – Gender Roles within Contemporary US Public Administration

Read: Powell & Graves, Chapters 4, 5, 6; Broadnax, Chapters 15; plus 6 from the list below:

- Dolan, Julie. (2004). Gender equity: Illusion or reality for women in the Federal Executive Service? *Public Administration Review*, 64(3), 299-308.
- Guy, M. E. (1994). Organizational architecture, gender and women's careers. *Review of Public Personnel Administration*, 14(2), 77-90.
- Guy Mary E. & Newman, Meredith A. (2004). Women's jobs, men's jobs: Sex segregation and emotional labor. *Public Administration Review*. 64(3), 289-298.
- Hsieh, Chih-Wei & Winslow, Elizabeth. (2006). Gender representation in the federal workforce: A comparison among groups. *Review of Public Personnel Administration*, 26(3), 276-295.
- Jackson, R. A., & Newman, M. A. (2004). Sexual harassment in the federal workplace revisited: Influences on sexual harassment by gender. *Public Administration Review*, 64(6), 705-717.
- Kelly, R. M., Guy, M. E., Bayes, J., Duerst-Lahti, G., Duke, L. L., Hale, M. M., Johnson, C., Kavar, A., & Stanley, J. R. 1991. Public managers in the States: A comparison of career advancement by sex. *Public Administration Review*, 51(5), 402-412.
- Reese, L. A., & Lindenberg, K. E. (2005). Gender, age, and sexual harassment. *Review of Public Personnel Administration*, 25(4), 325-352.
- Rubin, M. M., & Bartle, J. R. (2005). Integrating gender into government budgets: A new perspective. *Public Administration Review*, 65(3), 259-272.
- Mastracci, S. H., Newman, M. A., & Guy, M. E. (2006). Appraising emotion work: Determining whether emotional labor is valued in government jobs. *American Review of Public Administration*, 36(2), 123-138.
- Meier, K. J., Mastracci, S. H., & Wilson, K. (2006). Gender and emotional labor in public organizations: An empirical examination of the link to performance. *Public Administration Review*, 66(6), 899.
- Saidel, J. R., & Loscocco, K. (2005). Agency leaders, gendered institutions, and representative bureaucracy. *Public Administration Review*, 65(2), 158-170.

Week Six – Glass Walls, Glass Ceilings, Sticky Floors and Trap Doors

Read: Broadnax, 14; Powell & Graves, Chapter 7, 8, 9; plus six from the list below:

- Alkadry, Mohamed G. & Tower, Leslie E. (2006). Unequal pay: The role of gender. *Public Administration Review*, 66(6), 888-898.
- Bowling, Cynthia J., Kelleher, Christine A, Jones, Jennifer, & Wright, Deil S. (2006). Cracked ceilings, firmer floors, and weakening walls: Trends and patterns in gender representation among executives leading American state agencies, 1970-2000. *Public Administration Review*, 66(6), 823-836.
- Connell, Raewyn. (2006). Glass ceilings or gendered institutions? Mapping the gender regimes of public sector worksites. *Public Administration Review*, 66(6), 837-849.
- Fletcher, Joyce K. (1999). *Disappearing Acts: Gender, Power, and Relational Practice at Work*. Cambridge, MA: The MIT Press.
- Guy, Mary E. (1994). Organizational architecture, gender and women's careers. *Review of Public Personnel Administration*, 14(2), 77-90.
- Guy, Mary E. & Killingsworth, Jennifer. (2007). Framing gender, framing work: The disparate impact of traditional HRM practices. In A. Farazmand (Ed.) *Strategic Public Personnel Administration: Building and Managing Human Capital for the 21st Century, Volume 2*, Westport, CT: Praeger, pp. 399-418.
- Guy, Mary E. & Spice, Susan. (2009). Gender and workplace issues. In Steven W. Hays, Richard C. Kearney, and Jerrell D. Coggburn. 2009. *Public human resource management: Problems and prospects*, Fifth Edition, pp. 236-252. Longman, Inc.
- Hale, Mary. (1999). He says, she says: Gender and worklife. *Public Administration Review*. 59(5), 410-424.
- Kerr, Brinck, Miller, Will, & Reid, Margaret. (2002). Sex-based occupational segregation in U.S. state bureaucracies, 1987-1997. *Public Administration Review*, 62(4), 412-423.
- Mani, Bonnie G. (2004). The employer's advantage in sexual harassment cases: How the courts have discouraged the victims of sexual harassment. *Review of Public Personnel Administration*, 24(1), 41-69.
- Meier, Kenneth J., O'Toole, Laurence J., Jr., & Goerdel, Holly T. (2006). Management activity and program performance: Gender as management capital. *Public Administration Review*, 66(1), 24-36.
- Meier, Kenneth J. & Wilkins, Vicky (2002). Gender differences in agency head salaries: The case of public education. *Public Administration Review*, 62(4), 405-411.
- Sneed, Bethany G. (2007). Glass walls in state bureaucracies: Examining the difference departmental function can make. *Public Administration Review*, 67(5), 880-891.

Week Seven – Race Within the Historical Context of US Public Administration

Read: Broadnax, 5, 7, 13; plus five from the list below:

- Brereton, T. F. (1977). The problems of race and sex in public agency staffs. *Public Administration Review*, 37(5), 604-607.
- Henderson Jr, L. J. (2004). Brown v. Board of Education at 50: The multiple legacies for policy and administration. *Public Administration Review*, 64(3), 270-274.
- King, D. (1999). The racial bureaucracy: African Americans and the federal government in the era of segregated race relations. *Governance*, 12(4), 345-377.
- Lewis, G. B. (1986). Equal employment opportunity and the early career in federal employment. *Review of Public Personnel Administration*, 6(3), 1-18.
- Nelson Jr, W. E., & Van Home, W. (1974). Black elected administrators: The trials of office. *Public Administration Review*, 34(6), 526.
- Stillman, R., II (1974). Racial unrest in the military: The challenge and the response. *Public Administration Review*, 34(3), 221-229.
- Thompson, F. J. (1976). Minority groups in public bureaucracies: Are passive and active representation linked? *Administration & Society*, 8(2), 201-226.
- Witt, M. T. (2006). Notes from the margin: Race, relevance and the making of public administration. *Administrative Theory & Praxis*, 28(1), 36-68.

Week Eight – Race within Contemporary US Public Administration

Read: Broadnax, Chapters 4, 6, 11, 12; plus ten from the list below:

- Alexander, J. (1997). Avoiding the issue: Racism and administrative responsibility in public administration. *American Review of Public Administration*, 27(4), 343-361.
- Charles, J. (2003). Diversity management: An exploratory assessment of minority group representation in state government. *Public Personnel Management*, 32(4), 561-577.
- Daley, D. M. (1996). Paths of glory and the glass ceiling: Differing patterns of career advancement among women and minority federal employees. *Public Administration Quarterly*, 20(2), 143-162.
- Kim, C.-K. (2006). Minority employment in the largest U.S. municipal governments. *International Journal of Public Administration*, 29(4), 437 - 451.
- Kim, P. S. (1993). Racial integration in the American federal government: With special reference to Asian-Americans. *Review of Public Personnel Administration*, 13(1), 52-66.
- Kim, P. S. & Lewis, G.B. (1994). Asian Americans in the public service: Success, diversity, and discrimination. *Public Administration Review*, 54(3), 285-290.
- Lewis, G. B. (1998). Continuing progress toward racial and gender pay equality in the federal service: An update. *Review of Public Personnel Administration*, 18(2), 23-40.
- Lewis, G. B., & Nice, D. (1994). Race, sex, and occupational segregation in state and local governments. *American Journal of Public Administration*, 24(4), 393-410.
- Murray, S., Terry, L. D., Washington, C. A., & Keller, L. F. (1994). The role demands and dilemmas of minority public administrators: The Herbert Thesis revisited. *Public Administration Review*, 54(5), 409-417.
- Rice, M. F., & Mongkuo, M. (1998). Did Adarand kill minority set-asides? *Public Administration Review*, 58(1), 82-86.
- Selden, S. C. (1998). Minorities in the Farmers Home Administration: Toward a model of intra-agency employment. *Review of Public Personnel Administration*, 18(1), 39-67.
- Selden, S. C., & Selden, F. (2001). Rethinking diversity in public organizations for the 21st century: Moving toward a multicultural model. *Administration & Society*, 33(3), 303-329.
- Sisneros, A. (1992). Hispanics in the Senior Executive Service: Continuity and change in the decade 1980-1990. *Review of Public Personnel Administration*, 12(2), 5-25.
- Stivers, C. (2007). So poor and so black: Hurricane Katrina, public administration, and the issue of race. *Public Administration Review*, 67, 48-56.
- Tummala, K.K. (1999). Policy of preference: Lessons from India, the United States and South Africa. *Public Administration Review*, 59(6), 495-508.
- Ward, J. D. (2002). Race, ethnicity, and law enforcement profiling: Implications for public policy. *Public Administration Review*, 62(6), 726-735.

Week Nine – Ethnicity within Contemporary US Public Administration

Read:

- Klein, R. (1996). Ethnic versus organizational cultures: The bureaucratic alternative. *International Journal of Public Administration*, 19(3), 323 - 343.
- Ortiz, J. (2002). Tribal governance and public administration. *Administration & Society*, 34(5), 459-481.
- Pitts, D., & Jarry, E. (2007). Ethnic diversity and organizational performance: Assessing diversity effects at the managerial and street levels. *International Public Management Journal*, 10(2), 233 - 254.
- Sigelman, L., & Carter, R. (1976). American Indians in the political kingdom: A note on the Bureau of Indian Affairs. *Administration & Society*, 8(3), 343-354.
- Yanow, D. (1996). American ethnogenesis and public administration. *Administration & Society*, 27(4), 483-509.

Week Ten – Age within Contemporary US Public Administration

Read: Broadnax, 18, 20; plus the following:

Crumpacker, M., & Crumpacker, J. M. (2007). Succession planning and generational stereotypes: Should HR consider age-based values and attitudes a relevant factor or a passing fad? *Public Personnel Management*, 36(4), 349-369.

Czaja, S. J. (1995). Aging and work performance. *Review of Public Personnel Administration*, 15(2), 46-61.

Elliott, R. H. (1995). Human resource management's role in the future aging of the workforce. *Review of Public Personnel Administration*, 15(2), 5-17.

Pynes, J. E. (1995). The ADEA and its exemptions on the mandatory retirement provisions for firefighters. *Review of Public Personnel Administration*, 15(2), 34-45.

Yang, Seung-Bum, & Guy, M. E. (2006). GenXers v. boomers: Work motivators and management implications. *Public Performance & Management Review*, 29(3), 267-284.

Week Eleven – Physical Ability within Contemporary US Public Administration

Read: Broadnax, 19; plus the following:

- Cozzetto, D. A. (1994). Implications of the ADA for state and local government: Judicial activism reincarnated. *Public Personnel Management*, 23(1), 105-115.
- Crampton, S. M., & Hodge, J. W. (2003). The ADA and disability accommodations. *Public Personnel Management*, 32(1), 143.
- Hayes, T. L., & Citera, M. (1995). Staffing for persons with disabilities: What is 'fair' and 'job related'? *Public Personnel Management*, 24(4), 413-428.
- Hollwitz, J., & Goodman, D. F. (1995). Complying with the Americans with Disabilities Act: Assessing the costs of reasonable accommodation. *Public Personnel Management*, 24(2), 149-158.
- Kellough, J. E. (2000). The Americans with Disabilities Act. *Public Personnel Management*, 29(2), 211.
- Kim, C.-K. (2007). Federal employees with disabilities with regards to occupation, race, and gender. *Public Personnel Management*, 36(2), 115-125.
- Lewis, G. B., & Allee, C. L. (1992). The impact of disabilities on federal career success. *Public Administration Review*, 52(4), 389-397.
- Mello, J. A. (1995). Employment law and workers with disabilities: Implications for public sector managers and human resources. *Public Personnel Management*, 24(1), 75-88.

Week Twelve – Religion within Contemporary US Public Administration

Read:

- Ball, C., & Haque, A. (2003). Diversity in religious practice: Implications of Islamic values in the public workplace. *Public Personnel Management*, 32(3), 315-330.
- Bozeman, B., & Murdock, A. (2007). Public managers' religiosity: Impacts on work attitudes and perceptions of co-workers. *International Public Management Journal*, 10(3), 287 - 306.
- Bruce, W. M. (2000). Public administrator attitudes about spirituality: An exploratory study. *The American Review of Public Administration*, 30(4), 460-472.
- Dean, K. L., & Safranski, S. R. (2008). No harm, no foul? Organizational intervention in workplace spirituality. *International Journal of Public Administration*, 31(4), 359-371.
- Houston, D. J., & Cartwright, K. E. (2007). Spirituality and public service. *Public Administration Review*, 67(1), 88-102.
- Schachter, H. L. (1993). A Case for moving from tolerance to valuing diversity: The issue of religiously distinctive dress and appearance. *Review of Public Personnel Administration*, 13(2), 29-44.

Week Thirteen – Sexuality within Contemporary US Public Administration

Read:

- Colvin, R. A. (2000). Improving state policies prohibiting public employment discrimination based on sexual orientation. *Review of Public Personnel Administration*, 20(2), 5-19.
- Colvin, R. A. (2007). The rise of transgender-inclusive laws: How well are municipalities implementing supportive nondiscrimination public employment policies? *Review of Public Personnel Administration*, 27(4), 336-360.
- Lewis, G. B. (1997). Lifting the ban on gays in the civil service: Federal policy toward gay and lesbian employees since the Cold War. *Public Administration Review*, 57(5), 387-395.
- Lewis, G. B. (2001). Barriers to security clearances for gay men and lesbians: Fear of blackmail or fear of homosexuals? *Journal of Public Administration Research & Theory*, 11(4), 539-558.
- Lewis, G. B., & Taylor, H. E. (2001). Public opinion toward gay and lesbian teachers: Insights for all public employees. *Review of Public Personnel Administration*, 21(2), 133-151.
- Riccucci, N. M., & Gossett, C. W. (1996). Employment discrimination in state and local government: The lesbian and gay male experience. *American Review of Public Administration*, June, 175-200.
- Taylor, J. K. (2007). Transgender identities and public policy in the United States: The relevance for public administration. *Administration & Society*, 39(7), 833-856.

Week Fourteen – From Affirmative Action to Affirming Diversity

Read: Broadnax, 8, 9, 10; plus six of the following:

- Guy, M. E. (1997). Counterpoint: By thine own voice, shall thou be known. *Public Productivity & Management Review*, 20(3), 237-242.
- Jeffrey, C. F. (1997). Point: Rethinking affirmative action. *Public Productivity & Management Review*, 20(3), 228-236.
- Lewinsohn, T. F. (1974). Equal employment opportunity through affirmative action. *American Review of Public Administration*, 8(1), 71-73.
- Meier, K. J., & Bohte, J. (2001). Structure and discretion: Missing link in representative bureaucracy. *Journal of Public Administration Research and Theory*, 11(4), 455-470.
- Naylor, L. A., & Rosenbloom, D. H. (2004). Adarand, Grutter, and Gratz: Does affirmative action in federal employment matter? *Review of Public Personnel Administration*, 24(2), 150-174.
- Pitts, David W. (2006). Modeling the impact of diversity management. *Review of Public Personnel Administration*, 26(3), 245-268.
- Rangarajan, Nandhini & Black, Tamika. (2007). Exploring organizational barriers to diversity: A case study of the New York State Education Department. *Review of Public Personnel Administration*. 27(3), 249-263.
- Riccucci, N. M. (2007). Moving away from a strict scrutiny standard for affirmative action: Implications for public management. *American Review of Public Administration*, 37(2), 123-141.
- Rice, M. F., & Mongkuo, M. (1998). Did Adarand kill minority set-asides? *Public Administration Review*, 58(1), 82-86.
- Robinson, R. K., Franklin, G. M., & Epermanis, K. (2007). The Supreme Court rulings in *Grutter v. Bollinger* and *Gratz v. Bollinger*: The brave new world of affirmative action in the 21st century. *Public Personnel Management*, 36(1), 33-49.
- Slack, J. D. (1997). From affirmative action to full spectrum diversity in the American workplace: Shifting the organizational paradigm. *Review of Public Personnel Administration*, 17(4), 75-87.
- Sowa, J.E. & Selden, S.C. (2003). Administrative discretion and active representation: An expansion of the theory of representative bureaucracy. *Public Administration Review*, 63(6), 700-710.

Week Fifteen – Diversity & Intersectionality

Read:

- Bearfield, D. (2009). Equity at the intersection: Public administration and the study of gender. *Public Administration Review*, 69(3), 383-386.
- Chatman, J. A., Polzer, J. T., Barsade, S. G., & Neale, M. A. (1998). Being different yet feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. *Administrative Science Quarterly*, 43, 749-780.
- Guy, Mary E. & Thatcher, Jason Bennett. (2004). Diversity, administration and governance. In Farazmand, A. (Ed.) *Sound Governance: Policy and Administrative Innovations*. Westport, CT: Praeger, pp. 187-208.
- Guy, Mary E. & Newman, Meredith A. (2005). The changing workforce. In S. Condrey (Ed.) *Handbook of Human Resource Management in Government*, San Francisco: Jossey-Bass Publishers, Inc., pp. 143-163.
- Meier, Kenneth J. & Nicholson-Crotty, Jill. (2006). Gender, representative bureaucracy, and law enforcement: The case of sexual assault. *Public Administration Review*, 66(6), 850-860.
- Pitts, D. (2009). Diversity management, job satisfaction, and performance. *Public Administration Review*, 69(2), 328-338.
- Reese, Laura A., & Lindenberg, Karen E. (2005). Gender, age, and sexual harassment. *Review of Public Personnel Administration*, 25(4), 325-352
- Riccucci, Norma M. (2002). *Managing diversity in public sector workforces*. Boulder, CO: Westview Press.
- Riccucci, Norma M. (2009). The pursuit of social equity in the federal government: A road less traveled? *Public Administration Review*, 69(3), 373-382.
- Rubaii-Barrett, Nadia & Lois Recasino Wise. (2007). From want ads to web sites: What diversity messages are state governments projecting? *Review of Public Personnel Administration*, 27(1), 21-38.

About the Authors



Mary E. Guy is Professor and MPA Director in the School of Public Affairs at the University of Colorado Denver. Her work focuses on the changing workforce, the difference that differentness makes, and the role of emotional labor in the delivery of public services. Her most recent book, *Emotional Labor: Putting the Service in Public Service* (co-authored with Meredith A. Newman and Sharon H. Mastracci), investigates emotional labor in public service jobs. It won the 2009 Best Book Awards from the Section on Public Administration Research and Theory and the Section on Personnel and Labor Relations, American Society for Public Administration. She is a Fellow of the National Academy of Public Administration and past President of the American Society for Public Administration. Prior to joining the School of Public Affairs, she held the Jerry Collins Eminent Scholar Chair at Florida State University.

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Kristin Schumacher is a PhD candidate in the School of Public Affairs at the University of Colorado Denver. Kristin received her MSW from The University of Texas with a concentration in social welfare policy and administration and a BS in Communications and Gender Studies from Nebraska Wesleyan University. Her dissertation, titled *Women in State Legislatures: Representation and the Policy Process*, explores the impact gender has on public policy in the US States. Kristin's research interests also include the study of intersectionality in public policy and administration, social policy, and the social construction of target population in policy design and implementation.

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