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Human Resource Management: The Public Service Perspective

Elizabeth D. Fredericksen, Stephanie L. Witt, W. David Patton, Nicholas P. Lovrich

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Sound HRM practices matter—they are a *sine qua non* of effective governance in democratic government—equally so at the local, regional, state and national levels of government. The NASPAA (Network of Schools of Public Policy, Affairs, and Administration) accreditation standards demand critical competencies for public managers that are vital to human resource managers and supervisors at all levels. These competencies include: skills to lead and manage in public governance; to participate in and contribute to the policy process; to analyze, synthesize, think critically, solve problems and make decisions; to articulate and apply a public service perspective; and to communicate and interact productively with a diverse and changing workforce and citizenry. This second edition of *Human Resource Management* is designed specifically with these competencies in mind to:

- Introduce and explore the fundamental purposes of human resource management in the public service and consider the techniques used to accomplish these purposes
- Provide exercises to give students practice for their skills after being introduced to the theory, foundation, and practices of public and nonprofit sector HRM
- Facilitate instruction of the material by introducing important topics and issues with readings drawn from the professional literature
- Provide information and examples demonstrating the interrelatedness of many of the topics in public sector HRM and the trends shaping public and nonprofit management, especially diversity, ethics, and technology.
- Demonstrate and describe differences among HRM practices in public, for-profit and nonprofit organizations, and between the levels of government.

Human Resource Management is organized to provide a thorough discussion of the subject matter with

extensive references to relevant literature and useful teaching tools. Thus, students will consider the issues, purposes, and techniques of HRM and conceptualize how varied their roles are, or will be, whether a personnel specialist in a centralized system or a supervisor managing in one of the increasingly common decentralized systems. Each chapter includes a thorough review of the principles and practices of HRM (including the why and the how), selected readings, important themes, diverse examples, key terms, study questions, applied exercises, case studies, and examples of forms and processes would-be managers will encounter in their roles.?

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