PAD 630
PUBLIC HUMAN RESOURCE MANAGEMENT
SPRING 2007

WED 6:00PM-8:50 PM
UR 254

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UR 321
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Office Hours: Tuesday 3:00-5:00pm, Wednesday 2:00-4:00pm
and by appointment

Seminar Description:

A vital component of an effective and efficient public or nonprofit organization is the management of its human resources. This seminar is designed to introduce a number of traditional and contemporary issues in public human resource management. We will survey theory, research, and practices associated with managing human resources in public and nonprofit agencies. The course will supplement the assigned readings with exercises, case studies, and discussion to improve student’s analytical and reasoning skills. The format requires that students think rigorously about real issues facing public managers.

This course will begin by examining the political and institutional context of public sector human resource management, using the evolution of the modern merit system as a starting point for our discussion. We will explore how the HR actions of/and options available to managers are shaped and constrained by political considerations. We will examine the evolution of the United States civil service system, highlighting the important, and often competing, values and principles that have emerged and shaped contemporary human resource management. In addition, while comparisons of nonprofit and public organizations will be interspersed throughout the class, we will spend some
time specifically examining the unique human resource issues and challenges facing nonprofit organizations.

The course will examine the human resource implications of recent administrative reform efforts and how these reforms are shaping the role of human resource management. The course will highlight a number of constraints, imposed by laws and regulations, confronting public managers and various approaches and techniques used to address these constraints. Theories and mechanisms for creating and sustaining high performance public agencies will be analyzed and applied to critical HRM issues confronting public managers.

Objectives:

- Provide students a conceptual grounding in the basic themes and concepts of human resource management
- Create an opportunity for students to apply conceptual materials and grapple with real issues facing public managers
- Development of expertise in at least one human resource management topic

Requirements:

This course is intended to be a seminar. Although lectures will frequently be used to provide background information, students are expected to participate actively in classroom discussions and exchanges. In order to make this a reality, it is essential that the assigned readings be completed prior to class. Grades will be determined as follows:

- Mid-term Exam 20%
- Presentations/Group Projects 30%
- Take-home Final Exam 30%
- Class-based work/Homework/Participation 20%

The midterm exam will consist of essays and will be given in a take home format. The final exam will consist of essays and will also be take home, to be completed during the final exam period. The Presentation and Group Project is discussed below; it requires that you work in teams in order to produce a handbook that can be used by public administrators as a management resource. Each group of students will be asked to give a presentation near the end of the semester that discusses the content of their handbook. In addition, throughout the duration of the semester, you will be assigned short assignments based on the cases and exercises in the readings. These, in addition to your participation in class, constitute the final component of your grade. Late assignments will be penalized five points per 24 hour period. Absences for class should, when possible, be cleared with the professor. As this class meets once a week, you are allowed one absence, excused or
unexcused (although you should try to have none). After that, points may be deducted from your final grade depending on the circumstances. If you are having problems in this class and/or in life, make sure to speak with me; I can only help you if I am aware of what is happening.

The grading scale used for the assignments (and the class) is the following:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
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<tr>
<td>A-</td>
<td>90-92</td>
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<tr>
<td>B+</td>
<td>87-89</td>
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<tr>
<td>B</td>
<td>86-84</td>
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<tr>
<td>C+</td>
<td>77-79</td>
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<tr>
<td>C</td>
<td>76-74</td>
</tr>
<tr>
<td>C-</td>
<td>73-70</td>
</tr>
<tr>
<td>B-</td>
<td>83-80</td>
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A large component of this class is the Presentation/Group Project. Specifically, the Presentation/Group Project requirement is as follows. The class will be divided into work groups consisting of three to four students (depending on the size of the class). It will be the responsibility of the students to identify a topic of major importance to public human resource management and to prepare a **Management Handbook** on that topic.

Among the types of topics that are generally selected are Innovations in Selection and Recruitment, Merit Pay and the Performance Evaluation Dilemma, Reinventing the Personnel Function, Legal Obligations of Public Human Resource Managers, the Americans with Disabilities Act (ADA), the Fair Labor Standards Act (FLSA), Developing a Model Public Employee Handbook, “Best Practices” in Various Personnel Functions, and Public Sector Labor Relations. You are welcome to propose any topic that is related to public human resource management, but no two groups can select the same topic. Each group will make a presentation during the last few class sessions. These presentations normally last about 30-40 minutes and are intended to provide an overview of the groups’ written product. This presentation will be a training session for the class rather than a traditional academic presentation; therefore, you can be very creative. This requirement will be discussed more fully during the first class period.

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**Required Texts and Readings:**


Course readings available through electronic reserve.

**Topical Outline and Readings**

These topics and reading assignments may change; some of the topics may consume more than one meeting, while others can be covered in less than one class period. Approximate dates for the coverage of the material are provided; however, these dates may change depending on progress.
## Overview of Course Schedule

<table>
<thead>
<tr>
<th>Week One</th>
<th>Introduction</th>
<th>January 17&lt;sup&gt;th&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week Two</td>
<td>The Merit System and the Personnel Function in Government</td>
<td>January 24&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Week Three</td>
<td>The Merit System and the Personnel Function in Government / Strategic Human Resource Management</td>
<td>January 31&lt;sup&gt;st&lt;/sup&gt;</td>
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<tr>
<td>Week Four</td>
<td>Strategic Human Resource Management</td>
<td>February 7&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>Week Five</td>
<td>HRM in Operation</td>
<td>February 14&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Week Six</td>
<td>HRM in Operation</td>
<td>February 21&lt;sup&gt;st&lt;/sup&gt;</td>
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<tr>
<td>Week Seven</td>
<td>HRM in Operation</td>
<td>February 28&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Week Eight</td>
<td>The Legal Framework of Personnel</td>
<td>March 7&lt;sup&gt;th&lt;/sup&gt; MIDTERM DUE IN CLASS</td>
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<tr>
<td>Week Nine</td>
<td>The Legal Framework of Personnel</td>
<td>March 21&lt;sup&gt;st&lt;/sup&gt;</td>
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<td>Week Ten</td>
<td>Labor-Management Relations</td>
<td>March 28&lt;sup&gt;th&lt;/sup&gt;</td>
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<td>Week Eleven</td>
<td>Labor-Management Relations / Ethics and Professionalism in Human Resource Management</td>
<td>April 4&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Week Twelve</td>
<td>Ethics and Professionalism in Human Resource Management / Managing People in Nonprofit Organizations</td>
<td>April 11&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Week Thirteen</td>
<td>Managing People in Nonprofit Organizations</td>
<td>April 18&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Week Fourteen</td>
<td>Personnel Reform and the State of Human Resource Management Today and Into the Future / Presentations</td>
<td>April 25&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Week Fifteen</td>
<td>Presentations</td>
<td>May 2&lt;sup&gt;nd&lt;/sup&gt;</td>
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<tr>
<td>Final Exam Period</td>
<td></td>
<td>Final Exam Due</td>
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</tbody>
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**I. Introduction: the Setting of Personnel Administration (January 17<sup>th</sup>)**

Condrey, Introduction

**II. The Merit System: The Evolution and Prospects of the Civil Service System / The Personnel Function in Government (January 24<sup>th</sup> and January 31<sup>st</sup>)**


Condrey, Chapter 1, 4


III. Managing Human Resource Performance: Strategic Human Resource Management (January 31st and February 7th)


Condrey, Chapter 11, 14, and 28


Exercise-Complete exercise to hand in February 7th


Case-Read case carefully and be ready to discuss


IV. HRM in Operation-Part 1: Getting Started—Job Analysis, Classification, and Compensation (February 14th)
Condrey, Chapters 23 and 26


**Exercise—Complete exercise to hand in February 14th**


V. **HRM in Operation—Part 2: Recruiting and Hiring the Right People and Developing and Rewarding Those People (February 14th and February 21st)**

Condrey, Chapters 5, 22, and 24


**Exercise—Complete exercise to hand in (Due on February 21st)**


**Cases—Read the following cases carefully and be ready to discuss**

Case-The Division of Water Resources (Part A and B). The Electronic Hallway. [www.hallway.org](http://www.hallway.org)


Condrey, Chapter 15

**Cases—Read the following cases carefully and be ready to discuss**

Case-Staff Resignations at the Division of Cultural Programs (Parts A, B, and C). The Electronic Hallway. [www.hallway.org](http://www.hallway.org)
VII. The Legal Framework of Personnel: Affirmative Action, Sexual Harassment, ADA, and Other Issues (March 7th and March 21st)

Condrey, Chapters 17, 18, 19, and 20


Cases-Read the following cases carefully and be ready to discuss; also complete one-page memo on the case, “Is the Good Cop a Bad Cop?,” connecting the case to the materials for the class, to hand in on March 21st.


**VIII. Labor-Management Relations (March 28th and April 4th)**

Condrey, Chapter 16


**Case-Read carefully and be prepared to discuss in class**


**Exercise-students will be assigned roles prior to class to prepare this exercise**


**IX. Professionalism and Ethics in the Public Sector (April 4th and April 11th)**

Condrey, Chapter 12

**Cases-read the following cases carefully and be prepared to discuss in class**


X. Managing People in Nonprofit Organizations (April 11th and April 18th)

Condrey, Chapter 10


*Cases-read the following cases carefully and be prepared to discuss in class*

Case-Greenhill Community Center (Parts A, B, and C). The Electronic Hallway. [www.hallway.org](http://www.hallway.org)


XI. Personnel Reform and the State of Human Resource Management Today and into the Future (April 25th)


XII. Presentations (May 2nd)