

VIRGINIA COMMONWEALTH UNIVERSITY  
L. Douglas Wilder  
School of Government and Public Affairs  
PAD 607  
PUBLIC HUMAN RESOURCE MANAGEMENT  
Fall 2005 (Sec. 901)

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Home: #540-372-7068 (Except in emergencies please do not call after 10 pm or before 6 am) E-mail: [bwooldri@vcu.edu](mailto:bwooldri@vcu.edu) Wilder School's # 828-2292/827-0776; Except for the first half of the first session, class will be held in Room 401, Scherer Hall, 923 W. Franklin St. The first meeting will take place in room 0318, Franklin Street Gym.

PADM 607 is concerned with the general concepts, principles and techniques of personnel administration and employee relations as applied in governmental units and agencies. There is probably no part of public administration that is facing such fundamental challenges and changes as public personnel/Human Resource Management. This course will attempt an overview of this dynamic subject. It will also serve as an introduction to the concepts, practices and problems of modern human resource management.

#### GOAL OF THE COURSE

The goal of this course is for you to develop sufficient knowledge and skills that will enable you to analyze a governmental human resource management system and make recommendations for improvement. You will be able to describe, discuss, and design HRM systems that will contribute to the development of high performance public and nonprofit organizations.

Bloom's Taxonomy of Educational Objectives suggests that *Knowledge (K)* can be defined as: to describe, to recall, to define to name to recognize, to list etc. *Comprehension/analysis/evaluation (C)* can be defined as: to understand, to have insight into, to distinguish, to categorize, to analyze, to discriminate, to contrast, to select, to support, to compare. *Application (A)* can be defined as: to apply, to demonstrate, to use, etc.

#### GENERAL OUTLINE OF THE COURSE

The first session will provide an overview of the human resource management system and describe the interrelationship of the elements of such a system. A description and discussion of the course requirements will be provided. As one author of public personnel management states, public personnel management involves continuing conflict over values and objectives. The questions that are crucial to the evolution of this discipline will also be discussed in Session I. Attributes of High Performance Organizations will also be described during this first session. The contribution of human resource management to achieving HPOs will be the subject of the rest of this course.

The first half of Session II will be spent developing competencies conducting research using the library data bases. We will meet in the 3<sup>rd</sup> floor Training room of Cabell Library. Session II will focus on the major trends affecting the practice of public administration and today's public Human Resource Management. An understanding of this context is necessary for us to appreciate the turbulence that surrounds the issues that shape Human Resource Management.

Sessions III & IV will focus on the very important process of job analysis-description-evaluation-classification and Competency Modeling. Job analysis/Competency Modeling is sometimes referred to as the foundation of Human Resource Management. One of the most important outcomes of job analysis is job description. It is my opinion that results-orientated job Descriptions, (RODS) are vital to the success of the other elements of the Human Resource Management system.

Session V will be concerned with human resource planning, the forecasting of future human resource needs. Techniques and issues concerning this concept will be discussed.

The procurement of new human resources, and the techniques and procedures involved in the recruitment, selection and placement stages of Human Resource Management will make up Sessions VI & VII.

Since research has indicated that employees are more motivated to reach organizational goals when timely and accurate feedback on their performance is provided, performance evaluation will be the focus on Session VIII.

Sessions IX & X will present content and cognitive process theories of motivation. Using these insights to critique typical incentive systems used by governmental organizations will be the focus of Session XI.

Certainly one strategy which has been used (and misused) to gain increases in performance is that of training and development. Session XII will describe "best practices" in training design and evaluation.

One major aspect of employee-management relationship is that of disciplinary action and the development of appropriate grievance processing procedures. Session XIII will present the current thinking on this subject.

Session XIV will, either be used to "catch us up" on class topics or be devoted to an overview of special topics in public personnel administration. Such current issues as the use of Advanced Information Technology in HRM, employee safety and health, mandatory drug testing for public employees and responding to the needs of "troubled" employees are possible topics for this session.

The description provided above presents an ambitious attempt to cover most of the important topics in the important field of public personnel administration. I hope your learning experience will be both enriching and enjoyable.

**SPECIAL RESOURCES THAT WILL BE USED IN THIS COURSE**

**Texts:**

**Jackson & Schuler: Managing Human Resources: A Partnership Perspective. 9th edition 2006**

**Hays & Kearney: Public Personnel Administration: Problems and Prospects. 4th. edition**

Class participants are urged to read the daily papers and other current journals for relevant articles. Materials of importance should be brought to class for discussion. Participants should make themselves aware of the various journals of interest published by the professional associations and universities. I have provided a list of examples.

**BE SURE TO BE FAMILIAR WITH THE ENDNOTES & REFERENCES  
IN YOUR READINGS**

I am sure that you will find the various computerized databases in the library, such as InfoTrac (social sciences & management literature), Lexis/Nexis (news and law), PsycInfo (psychology), ERIC (education journals), Dow Jones (newspapers & business journals), PAIS (public administration), Dissertation Abstracts (all topics) and Congressional Universe (Congress), useful in carrying out your research. The Social Sciences Citation Index component of the Web Of Science database is also a useful research tool. Be sure to discover the resources in the Government Documents section of the library as well --on the web at <<http://www.library.vcu.edu/jbc/govdocs/govhome.html>>

I have arranged training sessions on the library databases and the use of the Internet/WWW. The one for PADM 607 is scheduled for Wednesday Sept. 7<sup>th</sup>. We will meet at the beginning of class in the Library computer-training room, on the 3rd floor of Cabell

**PARTICIPANTS' RESPONSIBILITIES**

You should be alert to the fact that 14 three-hours sessions have been scheduled for this course during this term. The last session will be held during examination week. If, for any legitimate reason, such as addition professional responsibilities on my part, weather, etc, we have to miss a scheduled session, know that we will make up that session, possibly on a Saturday.

Since it is expected that you will actively participate in the class discussion, it is necessary that assigned readings be completed prior to class time. **YOU SHOULD DEVELOP QUESTIONS THAT WILL HELP YOU BETTER UNDERSTAND THE READING MATERIAL.** Class sessions will be spent responding to your questions and presenting new material. You are advised to use the syllabus as an aid in doing the readings. I might even throw in a "pop quiz" just to see if the readings are understandable. The results of such a quiz will not count towards your grade. I also recognize that there is a large amount of reading required and that the educational value of this experience to you is a function of your preparedness so please read each assignment closely. **SINCE THE GRADED ASSIGNMENTS WILL REQUIRE REFERENCES TO THE LITERATURE YOU MIGHT FIND IT USEFUL TO TAKE COMPLETE NOTES AS YOU DO THE READINGS.**