

PUAD 6558: PUBLIC PERSONNEL MANAGEMENT



Prof. Keith Lee

office: A & S 2-09

email: keith.lee@gcsu.edu

phone: (478) 445-0969

website: keithleejr.com

Office Hours:

Monday-Thursday

3:30-4:45pm

or by appointment

Course Description:

This course examines contemporary practices and issues in the management of public employment. Major emphasis is given to merit system development, career systems, motivation, performance evaluation, and traditional personnel functions. There have been significant reforms in the way personnel are managed, particularly at the turn of the 21st century. This course looks first at those reforms, along with the development of public personnel management, to set the foundation for the rest of the semester. These reforms include decentralization, merit system development, deregulation, and privatization. Part two of the course lays out the functions of public personnel management with a special emphasis on recruiting and retaining qualified individuals, employee compensation, performance evaluation, motivation, and labor relations. Finally, part three considers the future of personnel management with a focus on the increased pressure to privatize and the role of technology in public personnel management.

This class is an online course but there will be 8 WebEx conferences (see the calendar below) during the semester. These conferences will begin at 6:30pm and we'll wrap up by 8:30pm. I will send an email with an invitation to join the meeting by 5:00pm on our meeting days.

Required Textbook:

Battaglio, Jr., R. Paul. *Public Human Resource Management*. CQ Press.

Supplemental Readings:

There will be readings assigned to supplement the textbook. These readings will be journal articles or scanned book chapters. I will post these readings to GeorgiaView and let you know when they become available.

Governing Magazine:

I strongly encourage students to subscribe to Governing magazine [\[link\]](#). The subscription is free and is offered in print or digital format. You can also subscribe to various email newsletters based on your specific interests.

Learning Outcomes: Students enrolled in Georgia College’s MPA program are expected to show competency in several areas by the time they graduate. Therefore, a set of Student Learning Outcomes (SLOs) that relate to (and in some cases enhance) NASPAA Universal Competencies were established for students in the program. The SLOs and NASPAA Universal Competencies are listed below. Those highlighted represent the outcomes and competencies students are required to meet in order to succeed in this course.

- Student Learning Outcomes:

1. ***To demonstrate effective leadership and management skills.***
2. To evaluate the political, economic, and legal dynamics of the policy making environment and its impact on the work of public administration.
3. To evaluate the effectiveness of public programs and the outcomes of policy alternatives.
4. ***To synthesize, analyze, and apply theories and principles of public management.***
5. To apply quantitative techniques of analysis in policy and program implementation and evaluation, as well as in decision-making and problem solving.
6. To compare and contrast the political, structural, and social environment of public and private management.
7. ***To communicate and interact productively in an environment of changing demographics, evolving technology, and diverse perspectives.***

- NASPAA Universal Competencies

1. ***To lead and manage in public governance (demonstrate an understanding of challenges and constraints relevant to governance and external factors).***
2. To participate in and contribute to the policy process (demonstrate an ability to participate in the policy process, communicate policy alternatives, and work effectively with government, non-profit institutions, corporations, and community stakeholders).
3. To analyze, synthesize, think critically, solve problems, and make decisions (1. demonstrate an ability to define, frame, think critically about, and analyze important problems; 2. demonstrate an ability to utilize analytical tools to analyze, present, and interpret data, including appropriate design, statistical, and evaluative techniques for both organization decision making and policy decision).
4. ***To articulate and apply public values perspective (demonstrates an ability to identify public service values and to then systematically apply these values to identify appropriate course of action).***
5. ***To communicate and interact productively with a diverse and changing workforce and citizenry (demonstrates an ability to communicate effectively and professionally to diverse audiences).***

Course Requirements:

- **Chapter Summaries:** You will draft a summary of each chapter focusing on concepts. I will draft a summary of the first chapter to show you what is expected. You will be responsible for the remaining chapters. Each summary will be worth 20 points. Each summary will be due the Monday following our discussion of the chapter. For example, we will discuss chapter 1 the first week of class. Your summary will be due the following Monday, in most cases, by 5:00 pm. The due date for each chapter summary is listed in parenthesis below.
- **Unit Response Essays:** You will write an essay synthesizing the multiple chapters in each unit and applying what you've learned to your specific area of employment. I will give you a detailed handout on how these papers should be outlined at the beginning of each unit.
- **Final Exam:** You will have a comprehensive final exam that will be administered via email. The final exam is an assessment of your mastery of the course material, particularly the learning outcomes outlined above. The final exam will be sent out on 12/05 at 8:00 am and you will have until 12/08 at 11:59 pm to return the exam.
- **Participation:** This class will have 8 WebEx conferences. You can miss two without penalty. If you miss three WebEx meetings you will receive a 5% deduction in your final grade. If you miss four WebEx meetings you will receive a 10% deduction in your final grade. If you miss more than four meetings you will receive an automatic "F" in the course. If you have perfect attendance, I will give you a 5% bonus on your final grade.

Grade Distribution:

Chapter Summaries	350 points	(35%)
Unit Response Essays	450 points	(45%)
Final Exam	200 points	(20%)
Total	1000 points	(100%)

Letter Grade Distribution:

≥ 900 points	A
800 - 899 points	B
700 - 799 points	C
600 - 699 points	D
< 600 points	F

Important Dates:

08/15	1st Day of Classes
08/17	Last Day to Add Classes
08/18	WebEx Meeting
08/19	Last Day to Drop Classes
09/01	WebEx Meeting
09/05	Labor Day
09/15	WebEx Meeting
09/18	Unit 1 Essay Due
09/29	WebEx Meeting
10/05	Midterm Feedback Due
10/10-11	Fall Break
10/13	Last Day to Drop and Receive a “W”
10/20	WebEx Meeting
10/23	Unit 2 Essay Due
11/03	WebEx Meeting
11/17	WebEx Meeting
11/23-25	Thanksgiving Break
12/01	WebEx Meeting
12/04	Unit 3 Essay Due
12/05	Last Day of Classes
12/08	Final Exam Due at 11:59 pm!

Course Policies:

- **Office Hours and Contact:** Office hours are stated on the front page of the syllabus. I will be in my office to assist students during the times listed UNLESS an emergency arises in which case I will send out a message using Remind. Students should contact me via email. Students will put their name, their course, and the subject in the subject line (e.g., Keith Lee – PUAD 6558 – Question about the Syllabus). Students can sign up for Remind at this link: <http://remind.com/join/f16pu>
- **Late Policy:** No assignments will be accepted after the due date. Every assignment will be posted with ample time to complete them, thus a medical/family emergency on the due date is not an acceptable excuse. Get your work done early and you should not have any issues.

Georgia College Policies

- Georgia College policies can be found at <http://intranet.gcsu.edu/common-syllabus-statements>

Course Outline:

The book chapter listed in the “Chapter” column should be read that week and a summary submitted the following Monday. This is an online class and you are free to work at your own pace, but it is expected that you will have all the readings completed prior to our WebEx meeting. I have put a “W” followed by the chapters that will be discussed in WebEx for each week that we have a meeting. Example: A “(W 1 2)” means you should have chapters 1 and 2 read prior to our meeting that week. Supplemental readings, should I decide to include them, will be posted to GeogriaView and to my website.

Week	Dates	Chapter	Topic
01	08/15-08/19		Course Introduction (W)
02	08/22-08/26	1	Public Human Resource Management in the 21st Century
03	08/29-09/02	2	Evolution of the Public Service in the United States (W 1 2)
04	09/05-09/09	3	Employment Law in the Public Sector
05	09/12-09/16	4	EEO, Affirmative Action, and Diversity Planning (W 3 4)
Unit 1 Response Essay Due 09/18 at 5:00 pm			
06	09/19-09/23	5	Recruitment Selection
07	09/26-09/30	6	Pay and Benefits (W 5 6)
08	10/03-10/07	7	Performance Appraisal
09	10/10-10/14	8	Managing Motivation in Public Service
10	10/17-10/21	9	Labor Relations in the Public Sector (W 7 8 9)
Unit 2 Response Essay Due 10/23 at 5:00 pm			
11	10/24-10/27	10	Privatizing Human Resource Functions in the Public Sector
12	10/31-11/04	11	Human Resource Information Systems (W 10 11)
13	11/07-11/11	12	Strategic Public Human Resource Management
14	11/14-11/18	13	Public Human Resource Management Education (W 12 13)
15	11/21-11/24	14	Conclusion: Challenges and Opportunities
16	11/28-12/02		Course Conclusion (W 14)
Unit 3 Response Essay Due 12/04 at 5:00 pm			
17	12/08		Final Exam Due at 11:59 pm!