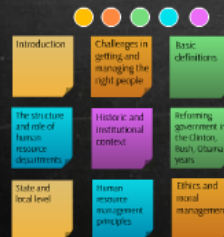


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"When government has the right people, and the right system, and the right intentions, many good things are possible. The trick is knowing which ones they are."
-Alan Ehrenhalt



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PEOPLE, PROCESS, AND PURPOSE



Introduction	Challenges in getting and managing the right people	Basic definitions
The structure and role of human resource documents	Historic and institutional context	Informing government in the Clinton, Bush, Obama years
State and local level	Human resource management principles	Ethics and moral management



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THE PUBLIC SERVICE HERITAGE

INTRODUCTION

- PURPOSE IS TO FIND WAYS TO MAKE LIFE EASIER FOR EMPLOYEES WHILE ENHANCING PERFORMANCE
- WHAT IS HUMAN RESOURCE MANAGEMENT?
- NEW APPROACHES AND REFORM
- REAL LIFE EXAMPLES OF AN EVERYDAY HR DIRECTOR

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- CHANGING WORKFORCE
- DECLINING CONFIDENCE IN GOVERNMENT
- DECLINING BUDGETS
- RIGHTSIZING AND DOWNSIZING
- DEMANDS FOR PRODUCTIVITY GAINS
- EMERGING VIRTUAL WORKPLACES
- DECENTRALIZATION

BASIC DEFINITIONS

- PERSONNEL ADMINISTRATION
- HUMAN RESOURCE MANAGEMENT
- STRATEGIC HUMAN RESOURCE
MANAGEMENT
- CIVIL SERVICE

STRUCTURE AND ROLE OF HR

- CENTRALIZED HR
- DEVOLVED MODEL
- DECENTRALIZED MODES
- MULTIPLE SPECIALIZED UNITS
- OUTSOURCED MODEL
- VARIETIES AND PLACEMENT OF DEPARTMENTS