

**The Relevancy of Public Personnel**  
**Administration and Policy in Modern Times**

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# United States Secret Service

- flying drones over the WH;
- security breaches – gate jumping;
- security breaches – crashing government car

WH security barrier

## U.S. Secret Service:

- 1883 - U.S. Department of Treasury
- 2003 - U.S. Department of Homeland Security



Professionalism

Integrity

Morality

Leadership

# **U.S. Veterans Administration (VA)**

- Failing returning soldiers
- Waiting times
- Secret lists

## **Need for Personnel Reform**

- Fosters accountability
- Fosters supportive culture for  
whistleblowers
- Fosters transparency
- Revamps performance appraisals
- Disciplines for poor performers

- Mismanagement, poor performance and misconduct in federal agencies?
- Rebuild trust in federal agencies?
- Approval ratings of agencies linked to performance?

# **Brutality in Law Enforcement**

- Ferguson, MO – Michael Brown
- Staten Island, NY – Eric Garner
- North Charleston, SC - Walter Scott
- Baltimore, MD – Freddie Gray

# Management of Personnel in Law Enforcement

- Rebuilding Trust
- “Tactical Restraint” Approach
- Managing under Performance Pressure
  - “CompStats” triumphing over Social Policy?
- Representative Bureaucracy Research



# Internationalization of Public Personnel

- Implications of Management Reforms
- Return of Patronage
- Range of Merit Systems
- COCOPS – *Coordinating for Cohesion in the Public Sector of the Future*  
(11 universities in 10 countries)

# Linking Performance to Outcomes

- Team v. Individual Performance
- Impact of Metrics
- Pay-for-Performance

## Social Equity

- Research from Aboard (e.g., Andrews and Miller, 2013; Andrews, et.al., 2014)
- Expanding the Boundaries of Representative Bureaucracy  
e.g., religion; disability; LGBTs
- Aggregate Case for Diversity (Page, 2007)
- Intersectionality (Bearfield, 2009; Hutchinson, 2004)
- Feminist Theory in Public Administration (Stivers, 2002; 2000)

Meier (2003):

“Are all organizational structures masculine or just some? Theoretical arguments on this dimension need to be developed and empirically tested.

“Must women adopt the behaviors and traits of men to move up in the hierarchy?

“Is expertise truly a masculine trait? If so, does it limit the types of organizations women can run?

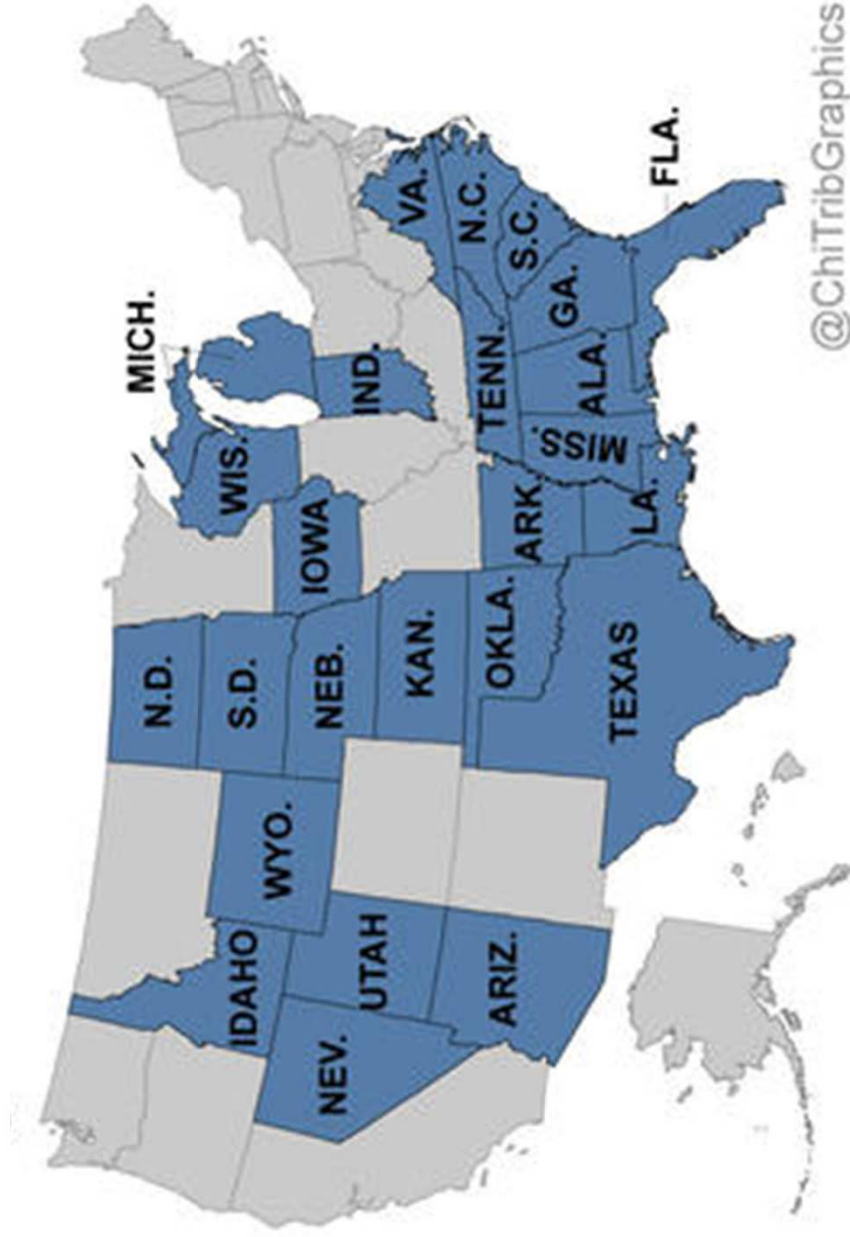
“How does gender, as a social construction, vary across different types of organizations?

“Is public administration more or less gendered than other political institutions?”

# Public Sector Unionism

- Attack on Unions
- Right-to-Work States
- Implications for Unionization Rates
- Implications for Wages

# Right-to-Work States



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**Source:** *Chicago Tribune*, 3/20/15. Accessed on May 10, 2015, <http://www.chicagotribune.com/business/ct-right-to-work-illinois-0316-biz-20150313-story.html>

# Back to Basics:

- Civil Service Tests
- Importance of Institutions
- Legal Frameworks

Television Pricing Info at Super Sales Megastore			
Television Size	Shelf Price	Extended Warranty	Super Sale Discount
48"	\$1,200	\$300	10%
55"	\$1,500	\$350	15%
42"	\$800	\$120	5%
32"	\$400	\$80	5%

This is a pricing table for television sets and the optional warranties that can be sold along with each set. A Super Sale Discount rate is provided: On Super Sale days this rate is discounted off of the television's shelf price as well as the price of its warranty.

The Super Sale Discount is applied to all televisions this weekend. During that time, Kevin sells five 48" televisions and one 55", all without the warranty. The total cost of these televisions, after the discounts are applied, is:

**\$6,675.00**

**\$6,750.00**

**\$7,200.00**



In how many ways may two boys and three girls stand in a line if there must be a boy on the end of the line?

6

12

9

20

none of these

**How do we ensure a pipeline of scholars to  
maintain and continue the research in Public  
Personnel and HRM?**

**\*\*\***

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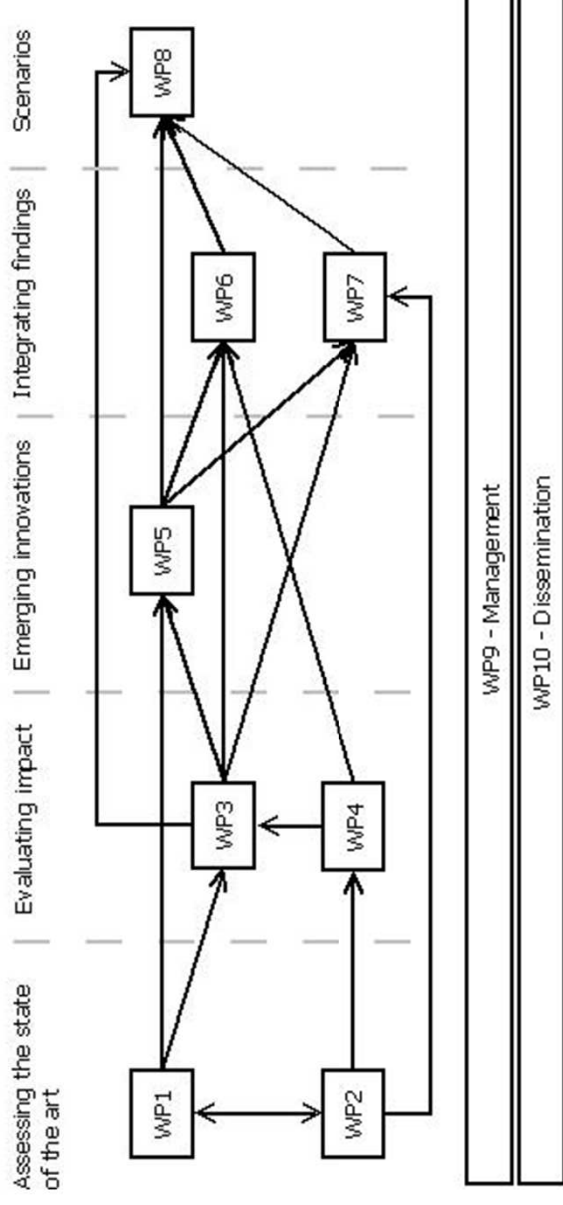
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COCOPS consists of eight related work packages (WP), each implemented by an international team of researchers.



**WP 1: Meta-analysis of the impact of NPM on efficiency, effectiveness, quality and social cohesion**

**WP 2: The changing role of government – the effect of NPM on government outlays**

**WP 3: Survey of public managers in three sectors and ten countries – perceived impacts of NPM**

**WP 4: Satisfaction, choice, and voice in European public sectors: citizens as customers and the challenge of cohesion**

**WP 5: The governance of social cohesion: innovative coordination practices in public management**

**WP 6: New public management and emerging trends and effects policy cohesion and social cohesion**

**WP 7: The financial crisis in the public sector as an emerging coordination challenge**

**WP 8: Futures and scenarios in public sector reform**