Preface:

The Public Arena and Strategic Human Resource Management

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# Suggestions for applying the material in this chapter

One of the ways to begin thinking about this class is to think of experiences you have had with HRM system or with HRM related activities such as getting recruited, selected and being assessed. Think of private and public sector experiences. (See EL 1 on the Website). Write down examples of these experiences.

* What are the dominant themes?
* Were the experiences mostly positive or negative experiences? If they were positive, what made them positive? If they were not positive, why were they not positive?
* What types of organizations are represented in the experiences you and your classmates have described?

Review your experiences. Do your experiences sort into general categories or theme areas such as selection, recruitment, relationships, and so forth. Review whether more of the experiences were positive or negative, and if they were positive, what made them positive? If they were not positive, why were they not positive? Were there certain attitudes and behaviors underlying these examples (i.e., people who were not trustworthy or did not involve others)? Were there any differences in public and private sector experiences?

You might link to the Preface Website and PL 1 on public sector motivation as the values which induce people to be attracted to the public sector. It has been defined by five core dimensions: attraction to public policy making, commitment to public interest, social justice, civic duty and compassion. Complete the self-test.

See EL 2 and read the material in the Preface on the uniqueness of public organizations and the fact that most organizations have degree of publicness and the reasons for their publicness.

Also, I find it useful to review the general Balanced Scorecard and its general purpose of defining objectives within four perspectives: (i) customer or clients, (ii) internal business process, (iii) financial, and (iv) learning and growth. See EL 3 and identify objectives related to one of the following strategic themes: environment integrity, balanced transportation, social well being, healthy community, safe community, or service excellence.

An HR strategy map helps align HR processes and tools to help managers implement their strategic objectives. Given certain strategic objectives, an HR strategy map illustrates how organizations can identify and hire people with the relevant technical and social competencies and how to design or adapt HRM systems to more effectively organize, compensate and engage people with these competencies.