



# Human Resource Management in Public Service: Paradoxes, Processes, and Problems

*By Evan M. (Michael) Berman, James S. Bowman, Jonathan P. West, Montgomery R. Van Wart*

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**Human Resource Management in Public Service: Paradoxes, Processes, and Problems** offers managers and aspiring managers a thorough, provocative, and award-winning coverage of the complex issues of management in the public sector, from both employee and managerial viewpoints. Combining more than 100 years of professional and academic experience, authors Evan M. Berman, James S. Bowman, Jonathan P. West, and Montgomery Van Wart have created user-friendly and accessible material by highlighting dilemmas, challenging readers to resolve them, and enticing them to go beyond the text to discover and confront other dilemmas. Grounded in real public service experiences, the book emphasizes hands-on skill building and problem solving. Continuing the award-winning tradition of previous editions, this **Fifth Edition** covers all of the stages of the employment process, including recruitment, selection, training, legal rights and responsibilities, compensation, and appraisal.

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## **Editorial Review**

### Review

“This text is current, topical and extremely comprehensive in its approach to the world of HR. It is an instructors dream!” (Joseph C. De Laduranty)

“With its latest edition, Human Resources Management in Public Service offers up a text that is both comprehensive and student friendly.” (Craig P. Donovan)

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“The award-winning textbook is a most exciting and comprehensive resource for teaching upper division and graduate courses in Human Resource Management in the market. While covering all appropriate issues, the new edition provides opportunities for learners to hone the skills necessary for understanding and solving paradoxical issues in the field.” (Eric Otenyo)

“Because it identifies the paradoxes in the public human resource management arena, Human Resource Management in Public Service provides students with a strong appreciation for the complexities of public sector employment issues.” (Anna Marie Schuh)

“This book truly helps our students to understand democratic principle and provides a great tool for the human resource professionals.” (Melvin Rogers)

### About the Author

**Evan M. Berman** is Professor of Public Management and Director of Internationalization at Victoria University of Wellington, School of Government. Prior, he was the Huey McElveen Distinguished Professor at Louisiana State University. His areas of expertise are human resource management, public performance, local government, and public governance in Asia. He is past Chair of the American Society for Public Administration’s Section of Personnel and Labor Relations. He has over 125 publications and 12 books, including *People Skills At Work* (CRC Press, 2011), *Essential Statistics for Public Managers and Policy Analysts, Third Edition* (CQ Press, 2012), and a trilogy of books on Public Administration in Asia (2010, 2011, 2013, CRC Press). He has published in all major journals of the discipline, is Senior Editor of *Public Performance & Management Review*, a Distinguished Fulbright Scholar, past University Chair Professor at National Chengchi University (Taipei, Taiwan), and a former policy analyst with the National Science Foundation.

**James S. Bowman** is a professor of public administration at the Askew School of Public Administration and Policy, Florida State University. Noted for this work in ethics and human resource management, Dr. Bowman is author of over 100 journal articles and book chapters, as well as editor of six anthologies. He is co-author of *The Professional Edge: Competencies in Public Service* (2nd ed., Sharpe, 2010) and *Public Service Ethics: Individual and Institutional Responsibilities* (CQ Press, 2015). For nearly two decades, he served as editor-in-chief of *Public Integrity*, a journal owned by the American Society for Public

Administration. A past National Association of Schools of Public Affairs and Administration Fellow, as well as a Kellogg Foundation Fellow, he has experience in the military, civil service, and business.

**Jonathan P. West** is a professor and chair of political science and director of the graduate public administration program at the University of Miami. His research interests include ethics, public administration, and human resource management. He has published over 100 peer-reviewed articles and book chapters as well as nine books. He is co-author of *Public Service Ethics: Individual and Institutional Perspectives* (CQ Press, 2015) *American Politics and the Environment* (2nd. Ed., SUNY Press, 2015) and *The Professional Edge: Competencies in Public Service* (2nd ed., Sharpe, 2010.) For nearly two decades he has been managing editor of the *Public Integrity* journal. He served as a Captain in the U.S. Army as a management analyst in the Office of the Surgeon General.

**Montgomery Van Wart** is a professor at California State University San Bernardino and a visiting professor at the University of Hong Kong. His publications include nine books and a substantial number of articles in the leading journals in his field. His most recent book is *Leadership and Culture: Comparative Models of Top Civil Servant Training*, with Hondeghem and Schwella (Palgrave Macmillan, 2015). His research areas are administrative leadership, human resource management, training and development, administrative values and ethics, organization behavior, and general management. He also serves on numerous editorial boards and as the Associate Editor for *Public Productivity & Management Review*. As an instructor, he has spent as much time teaching and facilitating programs for executives and managers in public agencies as he has teaching graduate students. His training programs have been for individuals in all levels of government in the United States and executives and elected officials from foreign countries.

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