



ICM

DECEMBER 2016

HUMAN RESOURCES MANAGEMENT IN THE PUBLIC SECTOR

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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- 1. Workforce planning is a key approach in the public sector to ensure the continuing availability of sufficient employees. Explain the approaches to, and the benefits of, workforce planning in the public sector. [20]
 - 2. Public sector organisations are often criticised for failing to take a strategic approach to HR. Explain why they find it so challenging to take a strategic approach in such a key area. [20]
 - 3. Review the arguments for and against the adoption of psychometric testing in the recruitment process. [20]
 - 4. A structured and well-planned approach needs to be taken to executive and managerial recruitment and selection if it is to deliver a successful outcome. Explain the key considerations to be taken into account in executive and managerial recruitment and selection. [20]
 - 5. Analyse the pay systems typically seen in the public sector. [20]
 - 6. Executive evaluation systems make a significant contribution to organisational performance in the public sector. Analyse the typical methods of executive evaluation used in the public sector. [20]
 - 7. Evaluate the typical uses to which a human resources information system will be put. [20]
 - 8. Review the challenges typically faced by public sector organisations in managing volunteers. [20]