

The Power of Public Service: Human Resource Management and the COVID-19 Pandemic

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Symposium Guest Editors: Meghna Sabharwal, Nicole Elias, Maria D’Agostino, Helisse Levine, and Shilpa Viswanath

COVID-19 drastically interrupted public service workplaces across the world, requiring both temporary and lasting changes to how work is done. Government and non-profit organizations had to figure out how to protect their workers and continue to serve the public with essential services. These public service workers had to continue serving those in need while balancing the disruptions to their own lives and concerns about the health and safety of themselves and their loved ones. COVID-19 highlighted the dedication of public servants across the world, but also showed that public service work is not without risk or costs and demonstrated the need for human resource management (HRM) policies and practices that are able to adapt to changing circumstances while promoting the well-being of those who spend their professional lives in the service of the public good.

As we transition to a “new normal” in public service agencies, human resources (HR) managers are now, more than ever, central to the critical functioning of governance. Given that public administrators are being tasked to construct policy under pressing and unprecedented circumstances, the long-term impact of the disruptions to the public service workplaces since 2020 is uncertain. What we do know is HR managers will be compelled to implement guidelines, policies, and practices that protect and safeguard their employees and communities while still maintaining the essential functions of government and governance.

While many journals in public administration have produced thoughtful symposiums around the COVID-19 pandemic, at the *Review of Public Personnel Administration*, we maintained that it was important to wait to specifically address changes to the workplace, to give scholars and practitioners time to begin to make sense of what was happening and reflect on the impact of changes to the workplace and public service work. Therefore, this symposium explores existing HRM policies and practices in relation to the COVID-19 pandemic, challenges that emerged, and the path forward post-COVID-19. The seven thought-provoking studies presented here offer critical insights into various dimensions of work dynamics during the global pandemic. Each study presents unique perspectives on the challenges and transformations experienced by employees in government and the nonprofit sector.

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