

Ennakoinnin rooli ja mekanismit koulutusorganisaation laadullisessa henkilöstösuunnittelussa

**Ammattikorkeakoulutuksen ja
ammattillisen koulutuksen tutkimuspäivät**

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Teemasessio: Opettajuus / Johtajuus

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Paradox in teachers' competence foresight

- It is a paradox that the foresighting of teacher competences has been left in the background. Due to the increasing importance of education and training in the futures of organizations and nations, the competence management of teachers in vocational and higher education should be considered with intense care.

Research question and research strategy

- The research question is: what are the pathways for the foresight mechanism in foresighting teachers' competences in the context of strategic human resources management?
- The objective of the research is to perform a conceptual analysis of the phenomena. The conceptual analysis will be used later for modelling the pathways for the mechanism in the subsequent action research.
- The research strategy is theoretical research with conceptual analytical approach. The research compares, compiles and combines theories and perspectives of strategic human resource management, competence management and foresight.



Theoretical perspectives

Stragic Human Resource Management	Competence Management	Foresight
Colbert, B. A. 2007	Boam, R. & Sparrow, P.R. 1992	Coffman, B., S. 1997
Devanna, M., Fombrun, C. & Tichy, N. 1984	Berio, G. & Harzallah, M. 2005	Fuller, T. & Smedt, P. 2008
Hamel, G. & Prahaland, C. K. 1994	Campos, E., B. & Sanchez, M., B. 2003	Fuller, T. & Loogma, K. 2009
Lengnick-Hall, C.A. & Lengnick-Hall, M., L. 1988	Hall, D.T. 1984	Hiltunen, E. 2007a
Sanchez, R., & Heene, A. 2004	Hamel, G. & Prahalad, C. K. 1994	Horton, 1999
Wright, P.M. & McMahan, G.C. 1999	Hong, J, & Stähle, P. 2005	Malaska. P. & Holstius, K. 2009
	Laakso-Manninen, R. & Viitala, R. 2007	Slaughter, R. 2008
	Teece & Pisano 1994	Voros,J. 2003
	Teece, D., J., Pisano, G. & Shuen, A. 1997	

Strategic Human Resource Management and Competence Management

- The key questions for research and practice of human resources today are: How does the organization ensure, that human resources are aligned to support current strategies, are adaptable to new strategies and are able to influence new strategic directions? How does an organization actively build and continuously renew strategic human and organizational resources to fuel competitive advantage? (Colbert 2007, 101.)

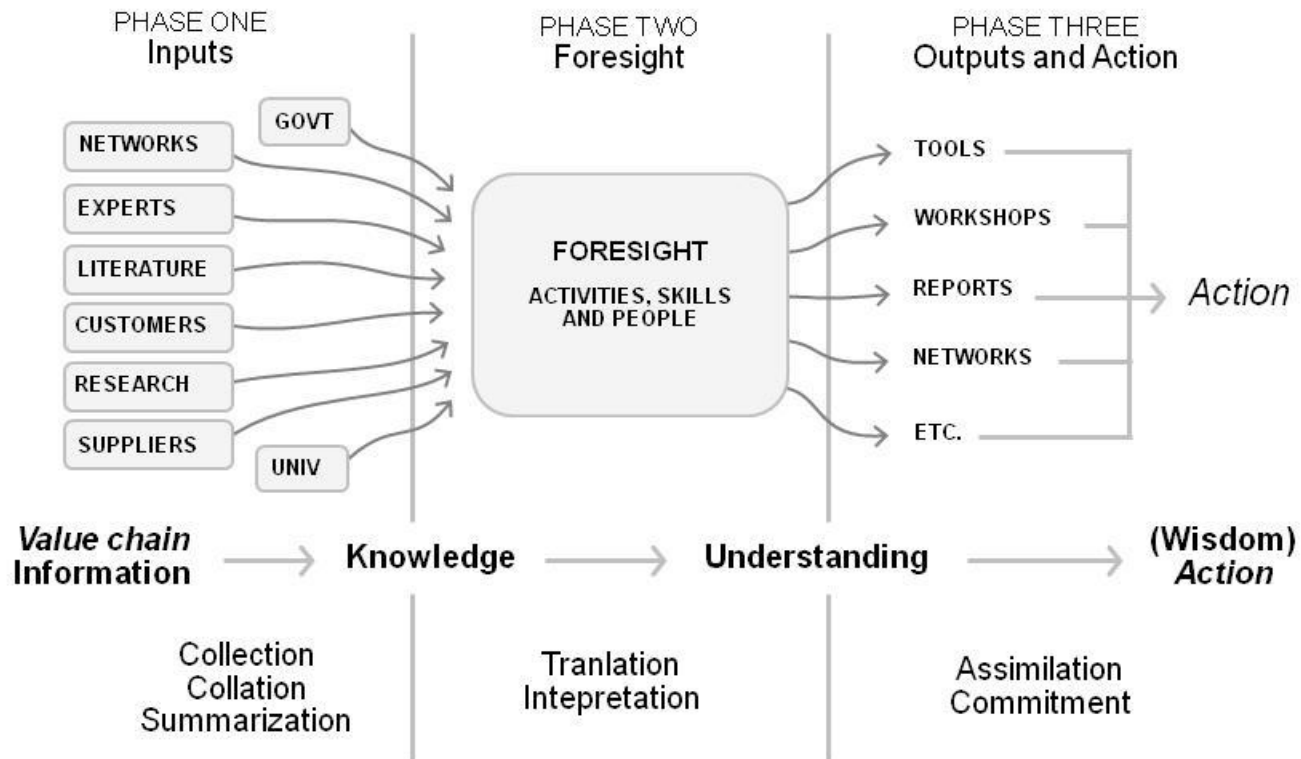


Competence Management Framework



Foresight concept and foresight process

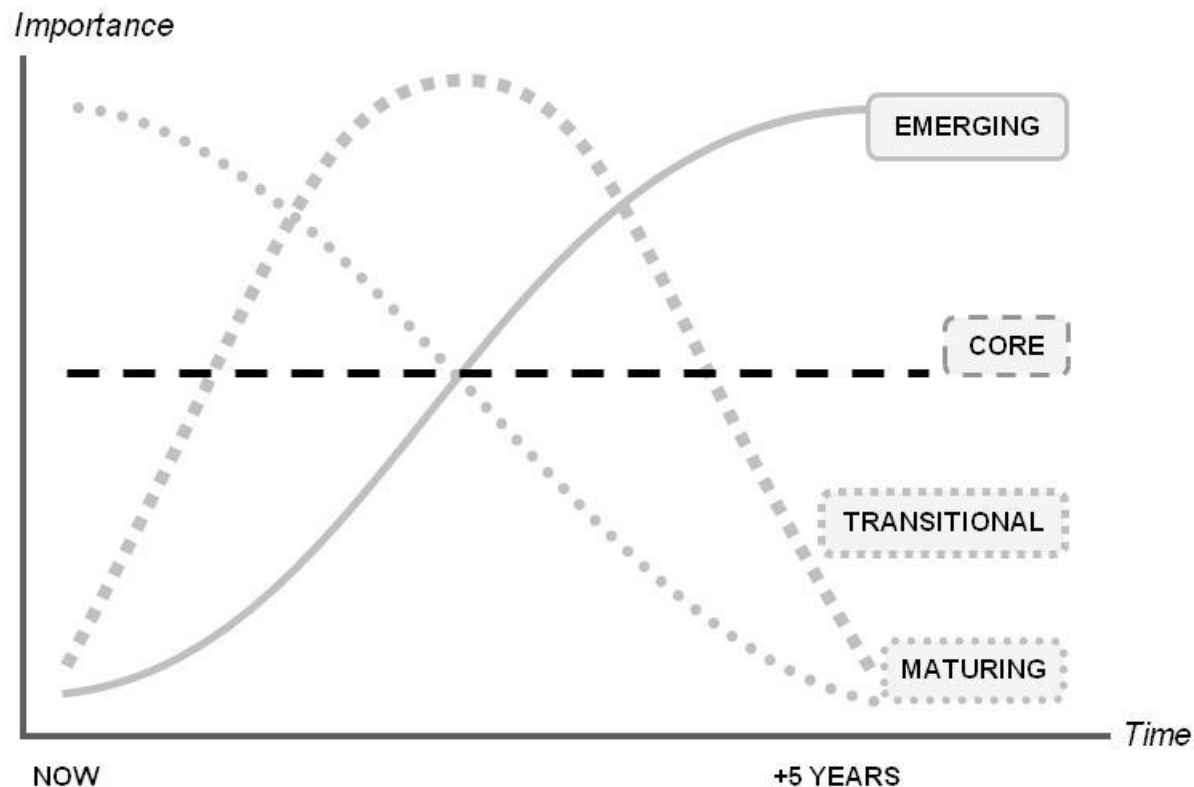
European Foresight Monitoring Network defines foresight as follows:
“foresight is a participative approach to creating shared long-term visions to inform short term decision-making processes” (www.efmn.info).



A successful foresight process (Horton 1999, 6).

Competences under examination

In this conceptual analysis the competences under examination are divided into three main categories, which are: **core competences**, **dynamic competences** and **loss of competences**.



Competency life cycles (Boam & Sparrow 1992).

Pathways for the foresight mechanism

- A pathway includes the elements for the competence type. The elements are: input information type and sources, methodology of information collection, point of time for competence examination and integration to competence management software.

Pathways for the Core Competence

<i>Competence type</i> <i>Core Competence</i>	<i>Input information type and sources</i>	<i>Methodology of information gathering</i>	<i>Point of time of examination of competences</i>	<i>Integration to competence management software features</i>
	<ul style="list-style-type: none"> •existing strategy of the organization •evaluation information of organization's functionality (e.g. quality audits) •regional, national and international educational strategies •regional and national business and innovation strategies •forecasts of labour market supply and demand •research and surveys of labour market trends •research and surveys of competence needs of labour market •megatrends, top ten lists <p>The sources of information are textual sources by the top management, experts and researchers. Human sources are e.g. networks, colleagues, customers</p>	<p>Information from textual sources is collected and the information for core competence examination is brought up by content analysis methods.</p> <p>Information from human sources in the strategy thinking and planning processes is often gathered by brainstorming and discussions.</p>	<p>During strategy building and evaluation process, which is performed one or two times a year, depending on the education sector and environmental changes.</p>	<p>The needed changes of core competences are defined according to the strategic objectives and success factors. The new and constant core competences are made apparent in the typology of competences in the competence management software.</p>

Pathways for the Dynamic Competences

<i>Competence type</i> Dynamic Competence	<i>Input information type and sources</i>	<i>Methodology of information collection</i>	<i>Point of time of examination of competences</i>	<i>Integration to competence management software features</i>
Emerging	<ul style="list-style-type: none"> •weak signals, wild cards, ideas •evaluation information of organization's functionality (e.g. quality audits) 	Active discussion with personnel and networking with experts, colleagues, researchers etc. Systematic reading and following the future trends discussions.	Continuous scanning of the environment. Development discussions with the personnel according to the organizational yearly cycle.	Competence management software contains a platform in the competence evaluation section and development discussion section to bring out prominent signals of emerging competences which are important for the organization's future.
Transitional	The sources of information for weak signals are mainly human sources (experts, futurists, colleagues, scientists/researchers, networks) and also textual sources (academic and scientific journals, science and economic magazines).	Active evaluation of the organizational functionality.	Individual discussions and group discussions.	
Maturing	the input information is comprised of the same issues as in the core competence examination above			

Pathways for the Loss of Competence

<i>Competence type</i> <i>Loss of Competence</i>	<i>Input information type and sources</i>	<i>Methodology of information collection</i>	<i>Point of time of examination of competences</i>	<i>Integration to competence management software features</i>
<i>Retirement</i>	<ul style="list-style-type: none"> • individual's and organization's competences in databases • reports and documents of competence management (e.g. competence evaluation) • evaluation information of organization's functionality (e.g. quality audits) • process descriptions of the organization's processes 	Textual information is brought up from databases and documents by content analysis methods.	Development discussions with the individual, in which the point of time is set according to the planned retirement. The discussions contain special consideration of tacit knowledge.	Competence management software contains development discussions section and competence evaluation section.
<i>Change of function due to Organizational changes</i> <i>Job rotation</i>	The sources of information are textual sources such as documents and databases. The information is constructed by individuals, management and experts in human resources in various discussions.	Various discussions and interviews.	The point of time is set according to the organizational change processes. In the case of job rotation, the discussions are scheduled individually.	Competence management software contains development discussions section, competence evaluation section and section for job rotation.
<i>Resigning</i>	The sources of information are textual sources such as documents and databases. The information is constructed by individuals, management and experts in human resources in various discussions.		Development discussions with the personnel. The point of time is scheduled individually in the leave discussions.	Competence management software contains development discussions section, competence evaluation section and a section for leave discussions.

Kiitos mielenkiinnosta!