HRD Processes Competing for their Existence - Examination of the HR Processes in a Finnish Province

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ABSTRACT

Public organizations in Finland are examining ways to manage their financial and human resource (HR) functions more economically and effectively. The mainstream objective is to establish national or regional service centres. The first phase in the planning of the service centres is the definition and description of the processes included in the functions.

The distinctions and relations between the human resource management (HRM) and human resource development (HRD) processes are not specified in research literature. The accuracy of the definitions varies and the comparison of the processes is intricate. The definitions and practices are linked to the role and development stage of the HR function in the organization. At the extreme end is a restricted perspective of personnel administration and at the other end there is a perspective of advanced strategic human resource management and development.

Generally, the basic employee management areas comprise the HRM processes. These include processes such as recruitment and selection, compensation and benefits, performance appraisal, employee and labour relations, occupational health and safety and classification and compensations. Often the HRD processes are encompassed in the HRM processes. HRD processes promote the development of resources in an organization, including organization development, performance management, training and on-the-job learning, orienting, coaching, mentoring etc. Today, there are essential HR processes that need the consideration from both the HRM and HRD perspectives. These processes are e.g. human resource planning and foresight, recruitment and organizational design.

This paper presents the results of the examination of the HRM and HRD processes in a regional project, which was implemented in public organizations in Southern Finland in 2009. The research questions are: What are the HRD and HRM processes for public regional organizations in the Lahti Region? How do the descriptions and classification of these processes differ from the HR processes presented in international research literature? The focus of the analysis is in the HRD processes.

The research strategy is a case study with content analysis and conceptual analysis methodology. The empirical data is the documentation of the meetings of HR project group, the project plan and
the final report of the project. During the project, the HR project group performed the examination of the HR processes of six municipalities and two federations of municipalities (the regional educational consortium and the regional welfare and health consortium). The object was to define the HR processes, the common regional intention of the processes and the specification requirements for future HR information systems.

The theoretical framework constitutes of the theories and perspectives of strategic human resource management and development (e.g. Hall 1984; Lengnick-Hall & Lengnick-Hall 1999) and the theories and perspectives of HR processes, models and frameworks (e.g. Armstrong 2009; Mathis & Jackson 2008; Swanson & Holton 2009; Ulrich & Brockbank 2005; Werner & DeSimone 2009).

The results of the research bring out a comparison of the HR processes of public organizations in a Finnish province using the HR processes presented in the selected research literature. The results also highlight the characteristics of the prevailing HR processes in regional public organizations. Issues of HR information systems will also be brought out. Finally, the paper discusses the possible means to make the HRD functions and processes more prominent and significant for regional decision-makers.

**Keywords:** HRD processes, HRM processes, strategic human resource management, strategic human resource development, public organization

**INTRODUCTION**

The national project, which aims to restructure the local government in municipalities and municipal services, set by the Finnish Government in 2005, encourages local authorities to reform the municipalities to become more functional and larger entities than before (Local and Regional Government Finland 2008). The objective of the project is to secure the organization and provision of municipal services in the future, with due regard to the required standards of quality, effectiveness, availability, efficiency, and technological advancement. (Ministry of the Interior 2005).

Behind the project, there are the major changes in the operating environment of the municipalities. The main challenges for the municipalities are the ageing population, regional differences, future of public finances, problems in financing services, as well as globalization and international competition. These demographical and economical changes set challenges for the municipalities’ ability to provide services for the citizens. (Local and Regional Government Finland 2008.)

The aforementioned challenges require advanced services and increase the role of human resource management (HRM) and development (HRD). Today, municipal organizations are examining ways to manage their financial and human resource (HR) functions and services more economically and effectively. The mainstream objective is to establish national or regional service centers. Usually, the first phase in the planning of the service centers is the definition and description of the processes included in the functions.

This research examines HRM and HRD processes in a regional project in the Southern Finland in 2009. The region is the Lahti Region with twelve municipalities and two federations of
municipalities. The population base in the region is 200,000 inhabitants. The number of personnel in municipal services is 15,300 and the number of personnel in HR functions is approximately one hundred.

The objectives of the regional project were set by the municipal management group. Following the objectives, the project produced the following results (Tokola et al. 2010):

- definition of regional operational models and objectives of chosen processes in HR and financing,
- definition of information system requirements for the chosen processes in HR and financing,
- design of information system entity to support financial services,
- report of the amount of specialists working in the current service centers in the province.

This research focuses on the results of the HR processes, specifically the HRD processes.

**The HR process perspective**

The concepts of HR processes, activities, services, tasks, and functions are used to refer to the same or partly the same issue in HR frameworks and models. The concepts or their hierarchy are usually neither explained nor defined, which complicates the examination and comparison of HR frameworks and processes.

The definition of the business processes can be found from research literature. According to Scheer and Allweyer (1999), a business process consists of several functions (activities) which are carried out in a certain order. Processes have internal and external customers and they contain all functions for completing a task from the starting point to finish. The processes do not necessarily end at the borders of the organization. Chang (2006, 3) suggests that processes are intended for achieving a business objective that creates value for internal or external customers.

The disposition to HR processes is more complex. Amit and Belcourt (1999) highlight the process perspective to HRM. They point out that HRM processes are deeply embedded, organization-specific, dynamic mechanisms by which an organization attracts, socializes, trains, motivates, evaluates, and compensates its human resources. The researchers continue that traditional HRM practices approach views human resources as a collection of activities, practices, and policies. The HRM process perspective views practices as parts of a larger process and a HRM process is a dynamic organism that is constantly evolving. The processes and their importance to the organization vary in time according to the development phase of the organization.

A linkage to business process view can be found from Ulrich and Brockbank (2005, 2), who discuss the transformation of HR which should change the role of HR towards delivering value to external and internal stakeholders. The role of HR today is often delivering and administrating HR services. This view emerges also from the following literature review for this research.
IMPLEMENTATION OF THE RESEARCH

The research questions for this research are: 1) What are the HRD and HRM processes for the public regional organizations in the Lahti Region? and 2) How do the descriptions and classification of these processes differ from the HR processes presented in international research literature? The focus of the analysis is in the HRD processes. The level of examination is broad outline and does not include sub-processes or tasks.

The research strategy is a case study with content analysis and conceptual analysis methodology. The empirical data is the documentation of the meetings of HR project group, the project plan and the final report of the regional project.

The theoretical and conceptual examination constitutes of two main entities: first, the examination of frameworks, models and systems of HR and, second, the examination of the role of HRD processes in the frameworks. The examination is done from the perspective of strategic HRM and HRD.

The examination of frameworks, systems and models of HR

In the beginning of this examination, it is essential to point out that HR frameworks, processes, and policies are different for various organizations and cultures. Brewster, Dickmann and Sparrow (2008) point out that international context adds extra complexity to HRM due to different legal, institutional, and cultural circumstances. Holt Larsen and Mayrhofer (2006a; 2006b) assert that the European HRM has been heavily influenced or even copied from the US mainstream HRM practice. The researchers discuss the main differences between the European and US HRM. These are: the considerable differences in the US and Europe in the legal environment, the differences in the roles of trade unions and employers’ associations (industrial relations), the differences in the skill level and available types of qualifications of the workforce, and the role of HRD professionals.

Likewise, the European HRM has different approaches. Brewster (2004, 374) discusses the HR clusters in Europe. He notes that different regions have different approaches to the creation of organizational performance though HRM. Finland is situated in the same cluster as other Nordic countries (ibid.). The Finnish HR frameworks continually differ from the other Nordic frameworks and the frameworks of Finnish public organizations also differ from the ones in the private sector. There is only little research done on Finnish HR frameworks and models; thus, the following theoretical examination is mainly based on US and European literature.

DeCenzo and Robbins (2007, 52-53) discuss the fundamental aspects of HRM. The authors outline HRM from the US perspective and practice. They focus on the strategic nature of HR and define the following HRM functions: staffing (finding people), training and development (training employees), motivation (getting employees to exert high energy levels), and maintenance (keeping employees). These functions are further translated into practices: employment (activities surrounding the staffing and selection function), training and development (helps employees and the organization to achieve greater productivity), compensation and benefits (paying employees and administering benefits package), and employee relations (ensuring that open communication exists for all employees). These functions and activities are partially overlapping and cover only a part of the aspects of HRM.
However, the brief contents in the book present a more structured view to HRM. The parts are: understanding HRM (strategic implications), the legal and ethical context or HRM (equal employment opportunity), staffing the organization (HR planning, recruiting), training and development (orienting, development, managing careers), maintaining high performance (rewards and pay, benefits, safe and healthy work environment) and labor management environments (labor relations and collective bargaining) (DeCenzo & Robbins 2007, V).

Armstrong (2009, 12) presents another US perspective in his HRM system (Figure 1). The main parts of the system are: organization (design, development), resourcing (HR planning, recruitment, talent management, health and safety), learning and development (organizational learning, individual learning, management development, performance management, and knowledge management), reward management (job evaluation, pay, benefits), and employee relations (industrial relations, communication). Some parts of the system seem to overlap: talent management is included in resourcing, while knowledge management is in learning and development. Dessler (2003) offers a very similar outline. The main parts in his model of HR are: recruitment and placement, training and development, compensation and labor relations, and employee security.

![HRM System Diagram](image_url)

**Figure 1. The HRM system (modified from Armstrong 2009, 12)**

In his HRM system illustration, Armstrong (ibid.) has taken into consideration the HR philosophies which affect the chosen HR strategies, policies, processes, and practices. He also notes that HRM processes take place within the context of the internal and external environment of the organization. In the consideration of the external environment, he focuses on global competition. According to Armstrong, the internal environment includes such aspects as the type and size of the organization, age and maturity of the organization, and organizational culture. Thus, the HRM system encompasses some of the features of the HR process perspective.
The European perspective to HRM is presented by Torrington and Hall (1998), who divide HRM into six sectors which include the following activities (here in parentheses): organization (strategic aspects of organization, planning of jobs and people, communications systems), resourcing (strategic aspects, contracts of employment, recruitment, selection), performance (strategic aspects, managing performance, appraisal interview), development (strategic aspects, competences, management development, career development), involvement (strategic aspects, trade union recognition, health, safety and welfare), and pay (strategic aspects, job evaluation, incentives, performance pay and benefits, pensions and sick pay). The authors define the entity of sectors and the strategic core as ‘the personnel/HR process’. It is noticeable that the strategic aspect of every section is highlighted. In some HR models e.g. pay is considered as an operational function. However, it depends on what the activities are considered to be within the sectors. Herein the pay sector contains benefits and performance pay, which indeed are integrated to the strategy aspects.

Lehtonen (2007) depicts a Finnish perspective to HRM processes in a public organization in the state sector. The processes are: acquisition (recruiting), allocation (HR planning), competence management (training and development, orienting, appraisal), well-being management (medical expenses, job satisfaction, accidents at work), performance management, rewarding, and productivity management of personnel. The processes are based on the report of the Ministry of Finance (Ministry of Finance 2005) and they are used for measuring and improving the productivity management of the organizations’ human resources.

Swanson and Holton (2009, 4) define HRD as a process of developing and unleashing expertise for the purpose of improving individual, team, work process, and organizational system performance. They continue that HRD is typically placed under the banners of training and development and organization development. This perspective was also present in the above HR frameworks and models.

One of the well structured entities of HRM is presented by Mathis and Jackson (2008, 7), who depict HR management with seven interlinked activities, which are: strategic HR management, equal employment opportunity, staffing, talent management, total rewards, risk management and worker protection, and employee and labor relations. Each sector is further divided into several activities (Figure 2).
Figure 2. HR management activities (modified from Mathis & Jackson 2008, 7)

Mathis and Jackson (ibid.) highlight that external forces affect significantly how the HR activities are designed, managed, and changed. They also point out that the HR activities of an organization should be based on research, best practices, and continual enhancement of HR efforts. This approach supports the HR process perspective with its dynamic view. The model also brings out the interlinked view of embedded processes.

The role of HRD in the frameworks and processes of HR

The role of HR function in the organization is the basis for the HR framework and processes. The HR model by Ulrich (2007, 47) presents the four main HR roles, which are: a strategic partner, a change agent, an administration expert, and an employee champion. These roles are placed in a fourfold model to illustrate the role of HR in the building of a competitive organization (Figure 3.)

The frameworks and models of an organization’s HR depend on the role of HR in the implementation of the strategy of the organization. Thus, in the administration expert role with a short-term time span, HR includes more structured and compact processes and activities than in the role of a strategic partner with long-term time span. The processes in this sector should be more dynamic and organization specific.
Talasmäki (2009) has studied the HR role frameworks in Finland and Sweden. She proposes a framework with five roles, in which the roles are: process engineer, negotiation lawyer, employee advocate, strategy implementer, and business partner. She studied Finnish and Swedish organizations with pre-mergers and post-mergers. The post-merger organizations were either Finnish-Finnish or Swedish-Finnish. The research found out significant differences in the roles of HR. For example, in pre-merger Finnish organizations the negotiation lawyer role was highlighted, while in Swedish organizations the role was not prominent. The strategy implementer role was focal in both Finnish-Finnish and Swedish-Finnish post-merger organizations. The results confirm the changing role of HR due to environmental and organizational changes.

The strategic aspect is more or less apparent in the HR frameworks and models presented in this research. Torrington and Hall (1998) especially emphasize the strategic perspective to HRM in all the six sectors. Also Mathis and Jackson (2008) emphasize the strategic HR management. Lengnick-Hall and Lengnick-Hall (1999, 29-30) have compiled a comprehensive examination of the approaches to strategic human resource management (SHRM). According to the researchers, the approaches are: HR accounting, HR planning, responses to a strategic change in the environment, and matching human resources to strategic or organizational conditions. They also found some broader approaches, with the perspective to strategic management of human resources as a multidimensional process with multiple effects. Lengnick-Hall and Lengnick-Hall (ibid.) suggest that HRM should contribute directly to strategy formulation and strategy implementation.

This raises the question of whether the HR frameworks are still more concentrated on the administration expert role of Ulrich’s (2007) HR roles (Figure 3) with numerous HR activities emphasizing general HRM and administration. The role of HRD is not highlighted in the activities or processes in the reviewed literature. However, Ulrich’s three HR roles of strategic partner, change agent, and employee champion, demand more advanced HRD processes and activities than before.
One cannot blame only HRM for the unbalanced emphasis between HRM and HRD. Today, there are essential HR processes that need consideration from both the HRM and HRD perspectives. These processes include e.g. HR planning and foresight, recruitment, and organizational design. The HRD field often lacks knowledge and research of the HRM field.

The distinctions and relations between the HRM and HRD processes and functions are not specified in research literature. The accuracy level of the definitions and taxonomies varies and the processes are diverse. Thus, the comparison of the processes is intricate. As earlier stated, the definitions and practices are linked to the role and development stage of the HR function in the organization (Amit & Belcourt 1999). At the extreme end is a restricted perspective of personnel administration and at the other end is a perspective of advanced strategic HRM and HRD.

In Finland, the terms competence management (osaamisen johtaminen) and HRD (henkilöstön kehittäminen) are often confused. According to Laakso-Manninen and Viitala (2007), competence management gives direction to HRD. In this research, HRD is understood to be the same as competence management. Siikaniemi (2009) has constructed a framework for competence management with three main processes: competence foresight, HR planning, and competence ensuring. These include e.g. sub-processes such as orienting, recruitment, appraisal discussions, competence analysis, and training and development.

Sambrook (2004, 611) asserts that HRD is a concept associated with HRM and, thus, a component of the broader concept of management. Researchers also discuss the evolution from personnel administration to HRM (Condrey 2005; Redman & Wilkinson 2009) and the further evolution to talent management. Talent management (often referred to as competence management) is more HRD than HRM. This raises the question: are the roles of HRM and HRD and their importance in the HR frameworks changing places?

McCarthy, Garavan and O’Toole (2003) consider HRD to be a set of activities that occur on several levels in an organization rather than just act as a business function. Integration on the levels takes place in HRD philosophy, policies, processes, and activities. This perspective to HRD is close to the HRM process perspective where practices are viewed as parts of a larger process and as a dynamic organism (Amit & Belcourt 1999).

There are several fields of HRD research. Garavan, Gunnigle and Morley (2000) find two parallel streams of debate: assumptions, values, and philosophies of HRD and the role and contribution of HRD in the organization. Research in the latter field searches explanations within the fields of HRM. The researchers have found three theoretical perspectives to HRD: theories of organizational capabilities, psychological contract, and organizational learning. This research focuses mainly on the role and contribution of HRD in the organization with organizational capability perspective, although other perspectives are also embedded.

One of the representatives of the organizational capability perspective is Hall (1984, 159), who defines strategic HRD as the identification of needed skills and active management of employee learning for the long-range future in relation to explicit corporate and business strategies. Hall (ibid. 160, 181) asserts that the strategic pursuit of HRD is one of the least developed areas of HRM. Likewise, McCarthy, Garavan and O’Toole (2003) note that HRD is not as strategically advanced
as literature on HRD suggests. Many HRD functions see themselves as training providers instead of being strategic partners. Today, the status is still the same.

Werner and DeSimone (2009) discuss HRD as a function which is usually a part of a larger HRM department in an organization. They divide HRM into primary and secondary functions. The primary functions are: HR planning, equal employment opportunity, staffing (recruitment and selection), compensation and benefits, employee relations, health, safety and security, and HRD. The secondary functions are: organization/job design, performance management and performance appraisal systems, and research and information systems. Werner and DeSimone also present the training and HRD process model, which includes four phases: needs assessment, design, implementation, and evaluation (ibid. 106). Hill and Stewart (2000) present a similar model in which they divide HRD processes into planning, doing, and evaluating.

The following table (Table 1) gathers the processes and activities of HRD from the reviewed frameworks and models of HR. The framework by Mathis and Jackson (2008) is chosen to be the basis for the examination. The selection of HRD processes from the other frameworks and models is based on the definition of the regional HR processes, which are described in the empirical part of this research in the next section. They also follow the processes and activities in Siikaniemi’s (2009) competence management framework. The last column of Table 1 presents the results of the research for the research question: How do the descriptions and classification of the regional HR processes differ from the HR processes presented in international research literature?

**Empirical data collection**

During the regional project in 2009, the HR project group performed the examination of the HR processes of six municipalities and two federations of municipalities (the regional educational consortium and the regional welfare and health consortium). The object was to define the HR processes, the common regional intention of the processes, and the specification requirements for future HR information systems. The researcher chaired the HR project group and she works as the director of human resources in one of the municipal organizations. The other five HR project group members were HR managers and specialists in the organizations.

The HR project group gathered eleven times for group meetings and workshops. Between the group meetings, the representatives of the individual organizations in the project conducted workshops which promoted the objectives of the project. Furthermore, the financial project group and the ICT project group had their own meetings and workshops. The results of the three project groups were discussed in the steering group meetings, nine times altogether. The project web site contains the documentation of the group meetings and workshops (www.hetalahdenseutu.fi).

The first research question is: What are the HRD and HRM processes for public regional organizations in the Lahti Region? The HR processes defined in the project are presented in the following taxonomy in Figure 4. (Tokola et al. 2010). Each process is marked in parentheses either HRD or HRM according to which group of processes it belongs. Some of the processes have both HRM and HRD features or they are embedded with the HRD or HRM process.

Each process was further divided into sub-processes or tasks. The further definition and division of the processes or sub-processes was easier for those processes that belonged to HRM: employment
relations management and wages and payments. The importance of administration processes is highlighted in the public organizations’ HR because of the restrictions of legislation and collective agreements. The organizations had already completed process descriptions for these processes. Administration processes are usually more structured than HRD processes.

| Human resources planning (HRD, HRM) |
| Recruitment and substitute management (HRD, HRM) |
| Employment relations management (HRM) |
|  - Beginning of employment |
|  - Changes of employment |
|  - Interruption of employment and annual vacations |
|  - Termination of employment |
| Wages and payments (HRM) |
|  - Calculation and payment of wages |
|  - Calculation of payment of compensations |
|  - Travel expense and service account |
| Employer operations (HRM) |
| Management of work units and employee work performance (HRD, HRM) |
| Competence management (HRD) |
|  - Orientation |
|  - Training |
|  - Appraisal |
|  - Mentoring |
|  - Job rotation |
|  - Management development |
| Workplace safety and well-being (HRD, HRM) |
| Reporting and management reporting (HRM, HRD) |

Figure 4. The HR processes defined in the regional project (adapted from Tokola et al. 2010).

All the other processes and their common regional intentions were difficult to define because some processes did not exist or could not be indentified in the organizations (e.g. HR planning, competence management, reporting and management reporting). It is noticeable that these processes were lacking also from some larger organizations with personnel of several thousands. Furthermore, the concepts or the implementation of the processes were too miscellaneous. Especially the HR planning and competence management processes were intricate in the organizations. In conclusion, the HR project group understood that these are essential processes for the organizations and their importance should be emphasized in future discussions with the decision-makers.

The descriptions and classification of the processes defined in the project differ from the HR processes presented in international research literature. Likewise, the presented US and European HR frameworks differ with each other. The main differences are the emphasis on HRM processes and the weak linkage to strategic HRM and HRD in the regional HR process framework. Regardless of these, the regional HR process framework highlights the important HRD processes for today’s changing and challenging contexts. These include e.g. HR planning with qualitative perspective, recruitment and substitute management, management of work units and employee work performance, competence management, workplace safety and well-being, and reporting.
The first column in Table 1 presents the HR framework by Mathis and Jackson (2008), and the last column the results of HR processes defined in the regional project. The results were acquired with content analysis of the reviewed literature and empirical data. The HRD processes are presented with grey background color.

DISCUSSION

The results of the research present the HR processes of public organizations defined in the regional project in a Finnish province, as well as the comparison of these processes with the HR processes in the selected literature. The selected literature is mainly aimed for private organizations; only the research by Lehtonen (2007) was from the public sector. The HR processes defined in the regional project are close to the framework of Mathis and Jackson (2008), although some sub-processes or practices are under various main processes and some main processes are sub-processes and vice versa. The regional HR framework emphasizes administration processes such as employment relations management and wages and payments. Personnel administration is traditionally understood to be the role of HR in Finnish municipalities.

The focus of the analysis is in the HRD processes. The results in Table 1 and the literature review show that the HR processes and activities are diverse. As discussed above, HR is culturally and organizationally context dependent. Extensively considered, HRD is more than training and development in the framework of the Finnish municipalities. HRD is and at the least should be integrated also to the following processes: HR planning, management of work units and employee work performance, recruitment, well-being, and reporting. HR planning contains the perspective of qualitative HR planning, which means competence foresight, analysis, and degrees. Recruitment is considered as placing competences into the organization and well-being is considerably dependent on the competence of the personnel. This follows the process-based view to HRD with deeply embedded processes and activities, which are continuously evolving.

The role of HR in public organizations is often realised as a part of the financial department with the pay function. In the regional project, this perspective was easily on view in the ICT system architecture illustrations, where the HR information systems (HRIS) were illustrated as small parts of the organizations’ financial information systems and linked to the accounting system, which was the core. Today, HRIS are increasingly integrated to the other information systems of an organization. Also the financial administration processes and ICT system requirements were defined during the regional project. It was obvious that the financial processes were easily recognized and defined, and also understood by the decision-makers. The embeddedness among financial processes was not as deep as among HR processes.

The possible means to make the HRD functions and processes more prominent and significant for the regional decision-makers is an intensive mission. The decision-makers are deeply financially oriented and the personnel in the organizations are usually seen as expense items. The personnel expenses in municipal organizations are often between 60-65 % of the total expenses. It is unquestionably a considerable number that can be managed with developed HR processes, in which HRD processes should be in the core.
|--------------------------|------------------|---------------------------|--------------------------|---------------------------|------------------------|----------------|------------------------------------------|
| **Strategic HR management**  
  • HR effectiveness  
  • HR measurement  
  • HR planning  
  • HR technology  
  • HR retention | Organization  
  • Design  
  • Development | HR planning and job analysis | Organization  
  • Strategic aspects of organization  
  • Planning of jobs and people  
  • Communications systems | - | - | Allocation  
  • HR planning | Human resources planning  
  Management of work units and employee work performance  
  Reporting, management reporting |
| **Equal employment opportunity** | Resourcing  
  • HR planning  
  • Recruitment  
  • Talent management  
  • Health and safety | Recruiting  
  • Selection | Performance  
  • Strategic aspects  
  • Managing performance  
  • Appraisal interview | - | - | - | Employment relations management  
  Recruitment and substitute management |
| **Staffing**  
  • Job analysis  
  • Recruiting  
  • Selection | Training and development  
  • Organizational learning  
  • Individual learning  
  • Management development  
  • Performance management  
  • Knowledge management | Recruiting  
  • Selection | Training and development  
  • Socialization  
  • Orienting  
  • Development of organization  
  • Development of employee  
  • Evaluation of training and development  
  Managing careers | Training and development  
  • Strategic aspects  
  • Competences  
  • Management development  
  • Career development  
  Managing careers | Training and development  
  • Needs assessment  
  • Design  
  • Implementation  
  • Evaluation | HRD processes  
  • Planning  
  • Doing  
  • Evaluating | Competence management  
  • Training and development  
  • Orienting  
  • Appraisal | Competence management  
  • Orientation  
  • Training  
  • Appraisal  
  • Mentoring  
  • Job rotation  
  • Management development |
| **Talent Management**  
  • Orientation  
  • Design  
  • HR development  
  • Career planning  
  • Performance management | Learning and development  
  • Organizational learning  
  • Individual learning  
  • Management development  
  • Performance management  
  • Knowledge management | HRD process model  
  • Strategic aspects  
  • Competences  
  • Management development  
  • Career development  
  Managing careers | HRD processes  
  • Planning  
  • Doing  
  • Evaluating | HRD process model  
  • Needs assessment  
  • Design  
  • Implementation  
  • Evaluation | HRD processes  
  • Planning  
  • Doing  
  • Evaluating | Competence management  
  • Training and development  
  • Orienting  
  • Appraisal | Competence management  
  • Orientation  
  • Training  
  • Appraisal  
  • Mentoring  
  • Job rotation  
  • Management development |
| **Total rewards** | - | - | - | - | - | - | - |
| **Risk management and worker protection**  
  • Health and well-being  
  • Safety  
  • Security  
  • Disaster and recovery planning | - | - | - | - | - | - | - |
| **Employee and labor relations** | - | - | - | - | - | - | - |

Table 1. HRD processes in the reviewed literature and results of the comparison with the regional HRD processes
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