

## Strategic Personnel Management in Public Sector: the Case Study of Kaunas Municipality

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*The article deals with the main peculiarities and problems of strategic personnel management in public sector.*

*Today, strategic management has moved beyond for-profit business organizations to include governmental agencies, hospitals, and other not-for-profit public organizations.*

*Although strategic management in public organizations has not been as well researched as that in for-profit or business organizations, it is important for these organizations as well.*

*Personnel management of public organization is very important, because personnel is not only the most important resource of public organizations, but also the most sensitive field, therefore when managing it, it is necessary to invoke modern prime methods and refer to the new personnel management scientific research results.*

*Changed creed and cultural values change personnel management methods radically. During the public management reforms the main attention is paid not to traditional personnel administration means, but to such, which would stimulate growth of personnel motivation, qualification, efficiency and flexibility.*

*Strategic goal orientation in personnel management helps to find and solidify long-term personnel policy goals and, following these goals, to coordinate individual functions of personnel management. Having organised personnel management and each component of it in every specific organization in such way it is possible to achieve the best results.*

*There are some essential problems in personnel system of public organization. The most important are the following problems: lack of motivation; status of officials; lack of possibilities to pursue career and to develop; limitations of motivation and salary systems; automatic position preferment; limited possibilities to select personnel.*

*Personnel management strategy is an active, long-term approach, forming a total concept of the organization, to the most common aspects of the organization personnel. In its turn it is related with management strategies.*

*Four versions of the connections of these strategies are possible: Personnel and management strategies exist separate from each other; Personnel strategy arises from management strategy; Management strategy arises from personnel strategy; Personnel and organization strategies are developed in mutual interaction and coordination way.*

Keywords: *public organizations, new public management, strategic management, strategic personnel management.*

### Introduction

“High performance” public organization is marked by the following aspects:

- It is vision, mission and goal directed with continuous performance measurement as a central value.
- It prefers multi-skilled workers rather than those of narrow expertise because jobs are enriched, employees given greater latitude and discretion.
- A flatter, more flexible one replaces the tall and rigid organizational hierarchy. As a result, decision-making in a high-performance public organization is dispersed rather than centralized.
- Because of job enrichment and dispersed decision-making, a policy promoting continuous learning at all organizational levels is a priority.
- Managerial control is maintained less by exercise of formal authority, and more by leadership through an example and continuous effort to clarify organizational vision, mission, goals and values.

Strategic management decisions were examined by Aldag R. J. & Stearns T. M. (1987); the peculiarities of public organisations and their management are analyzed by Wilson J. Q. (1989), Swiss J. E. (1991), Stewart J. (1992), Peters B. G. (1995), Denhardt R., (1995); Gordon G.J., Milakovich M.E., (1995), Kleining J., (1996), Schafritz J., Russel E., (1997), Parsons W. (2001), Gerhardt E. (2002), Pongsiri N.(2002), Pollitt Ch., Bouckaert G. (2003). New Public Management questions were examined by Aucoin P. (1990), Abrahamson E. (1990), Hood C. (1991, 1995), Osborne D., Gaebler T. (1992), Nunberg B. (1992), Lam J. T. M. (1996), Ridley F. F. (1996), Ferlie E., Pettigrew A., Ashburner L. & Fitzgerald L. (1996), Sozen S., Shaw I. (2002), Thom N, Ritz A. (2004). Public organisations management problems in Lithuania were analyzed by Raipa A., Melnikas B., Jasaitis E. and others (2001, 2002), S. Puškorius (2002).

The paper is divided into four parts. The first part examines the importance of strategic management in public organizations. The second and the third parts analyse personnel management in accordance with the requirements of new public management (NPM). The fourth part examines strategic personnel management at Kaunas municipality.

**Research object** – strategic personnel management in public sector.

**Research aim** – after analysing personnel management in public sector to find out Kaunas municipality heads' attitude to strategic personnel management.

**Research methods** – the analysis of scientific literature, logical analysis, empirical research, conclusion formulating.

**The importance of strategic management in public organizations**

Effective managers around the world recognise the role that strategic management plays in their organization's performance.

**Strategic management** is that set of managerial decisions and actions that determines the long-run performance of an organization. It entails all of the basic management functions; that is, the organization's strategies must be planned, organised, put into effect and controlled.

The strategic management process is an eight-step process that encompasses strategic planning, implementation and evaluation. These eight steps are (Aldag & Stearns 1987, 206):

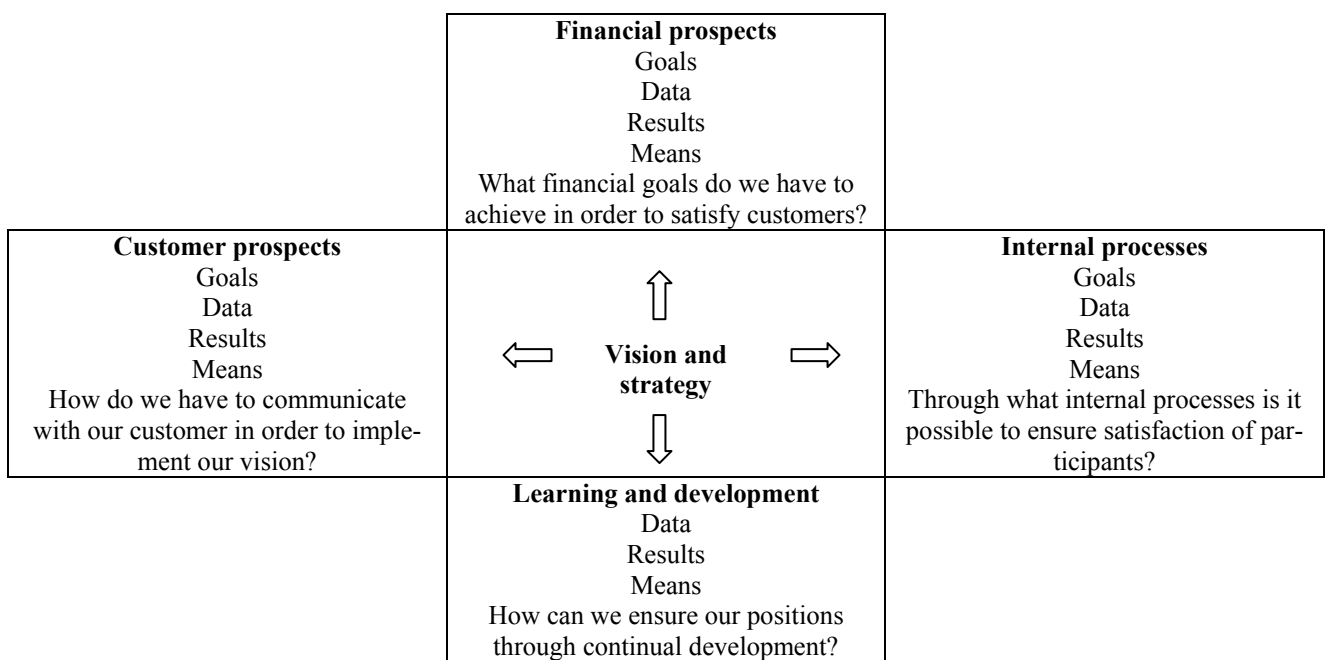
1. Identify the organization's current mission, objectives and strategies.
2. Analyse the environment.
3. Identify the opportunities and threats.
4. Analyse the organization's resources.
5. Identify strengths and weaknesses.
6. Formulate strategies.
7. Implement strategies.
8. Evaluate results.

Studies of the effectiveness of strategic planning and management have found that, as with planning in general, companies with formal strategic management systems had higher financial returns than did companies with no such system (Wilson, 1989).

Today, strategic management has moved beyond for-profit business organizations to include governmental agencies, hospitals, and other not-for-profit public organizations.

Although strategic management in public organizations has not been as well researched as that in for-profit or business organizations, it is important for these organizations as well.

Public sector should be controlled as any other profit-making organisation (Figure 1).



**Figure 1.** Strategic management in public sector

**Personnel management in new public management (NPM)**

Generalizing actual personnel management and structure reforms elements of different countries with respect to NPM we can distinguish the following tendencies of NPM personnel functions formation:

- When carrying out personnel selection, people are hired from the outside more frequently and the duration of the made hiring contracts is limited. So more new pretenders are admitted.
- Almost in all studied countries it was noticed that

mobility development is treated as important or even the most more important factor.

- Training of managing personnel becomes the most important task of personnel development.
- Freedom and flexibility spreading in personnel field actively show more flexible possibilities of employee layoff and wider arsenal of staff change and their reduction means.
- The most important mean while implementing NPM goals is decentralisation of personnel functions.
- The first NPM countries (Australia, New Zealand,

The Netherlands) have implemented the largest and most radical personnel management novelties.

- Austria and Switzerland, as countries later involved into NPM development, step only the first steps in this field.

Changed creed and cultural values change personnel management methods radically. They allow impacting strongly on those employees who lack of motivation in their work and are effective only, when routine and indifference prevail in a work.

During the public management reforms the main attention is paid not to traditional personnel administration means, but to such, which would stimulate growth of personnel motivation, qualification, efficiency and flexibility. The conception of personnel service and its functions in the public sector more and more resemble to the conception of the relevant services naturalized in the private sector.

Thus, personnel management of public organization is important, because:

Personnel are not only the most important resource of public organizations, but also the most sensitive field, therefore when managing it, it is necessary to invoke modern prime methods and refer to the new personnel management scientific research results (Thom & Ritz 2004, 229).

In personnel system of public organization some essential problems exist. They mostly determine often spilled out criticism for various limitations of public sector. The most important are the following problems:

1. Lack of motivation. Employees of public organizations partially are prepared to take larger workload and think that requirements raised for them are rather too small than too large.
2. Status of officials. Too strictly defined status determines lack of flexibility, and this first of all does not allow optimally use personnel capabilities, and this prevents public officials to seek personal career in the public sector.
3. Lack of possibilities to pursue career and to develop.
4. Limitations of motivation and salary systems.
5. Automatical position preferment.
6. Limited possibilities to select personnel.

These problems can be solved only by referring to personnel management as to an entire process, where all personnel management elements are applied together, from the hiring mechanism to discharge system, adding each other and meeting strategic goals of an organization. Personnel management function as a process is presented on figure 2.

Strategic goal orientation in personnel management helps to find and solidify long-term personnel policy goals and, following these goals, to coordinate individual functions of personnel management. Having organised personnel management and each component of it in every specific organization in such way it is possible to achieve the best results.

Strategic management is one of the most important elements of modern management. With changing requirements applied to public organizations, strategic sin-

gleness of personnel management becomes more and more important. Capability to forecast as precisely as possible directions of organization development determined by external actions and referring to them to make decisions of personnel policy allow to answer essential strategic questions of the personnel management:

- What potentials of personnel the management does now treat as the most important and what important they will be in the future?
- What actions should be taken already now in order to introduce, keep and use these personnel potentials or to refuse them?

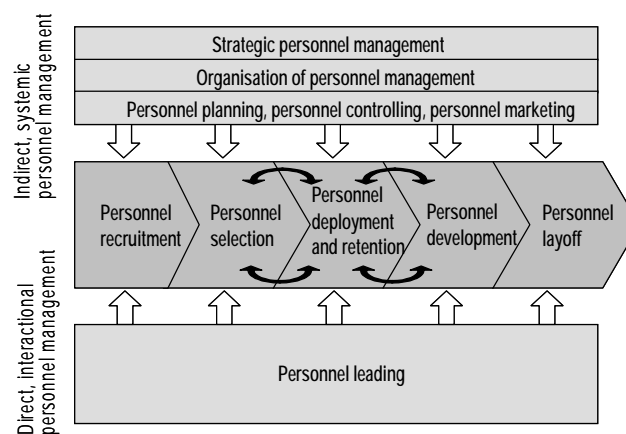


Figure 2. Personnel management function as a process (Thom & Ritz 2004, 237)

**Personnel management strategy** is an active, long-term approach, forming a total concept of the organization, to the most common aspects of the organization personnel. In its turn is related with management strategies. Four versions of the connections of these strategies are possible:

1. **Personnel and management strategies exist separate from each other.** Such version contradicts with principles of strategic management and provision, that personnel management is the essential function of all management processes.
2. **Personnel strategy arises from management strategy.** This version corresponds to the common approach to personnel strategy evolution.
3. **Management strategy arises from personnel strategy.** In contrary to the second case, here personnel are named as the dominating and the most difficulties causing factor. However in the public sector such situation is practically impossible, because management strategy is formed by political goals. And the lack of personnel has not been felt until now in this sector.
4. **Personnel and organization strategies are developed in mutual interaction and coordination way.** This case of strategies link is the combination of the 2nd and the 3rd variants. The point is that personnel management creating a management strategy has an innovative task – to develop such features of personnel, which stimulate creating new and critical evaluation of the old strategic attitudes. It is necessary to stimulate employees'

strategic thinking and their attitude to strategic development of such features, like creativeness, critical self evaluation, tolerance to different opinions, autonomy, courage, curiosity, social sensibility, according to their future prospects.

### **Reorganization of the personnel management in Lithuania in accordance with the requirements of NPM**

The generalization of the NPM creation experience in the sphere of the personnel management (following the German example) has been implemented in this way:

- 1) the change of official law oriented to results of the salary and career;
- 2) creation and installation of the personnel development concepts, directed to the establishment of learning organization;
- 3) the change of the communication principles, practicing group work, combining it with the motivation, initiative, the activation of skills and knowledge;
- 4) the estimation of the installed facilities has been widely used in Market testing and Benchmarking.

**Relating to paragraph 1.** Lithuania has essentially changed the legal basis (Law of public administration, 1999; Law of the state service, 2002, etc.) regulating the personnel activity: the payment, insurance, etc. The state service of Lithuanian republic has been grounded on the principles of legal primacy, equality in rights, political neutrality, transparency and career. Career employees, political (personal) confidence and other state employees have been singled out. Legal regulation of state service in Lithuania basically conforms to the regulation principles of the other states of EU (in Germany: principles of life expectancy, career, alimentation, disciplinary and efficiency). It should be mentioned that in some cases the situation in Lithuania has been better than in old-timer states of EU, e.g., there are fewer guarantees for the state officials, but one must admit that the personnel management of the state officials has been strictly regulated in the spheres of choice, payment, career planning, and dismissal from service. But at the same time the personnel management methods used in business enterprises could be easily applied in this sphere. For this purpose the strict regulation of some procedures should be abandoned and some creativity elements should be introduced.

**Relating to paragraph 2.** The concept of the information society and the constantly learning organization should be the course for the personnel management system. The main objective of Lithuanian Public Management Institute has been to raise the qualification of the state officers, the Bachelor and the Master studies of the Public Management have been introduced into curricula of some higher schools, including Kaunas University of Technology, and the requirements for the study qualification have been strengthened. But the creation of the system model of the learning organization is a very important future task.

**Relating to paragraph 3.** Today the group work-moderation principles are known practically to all offi-

cers of the state enterprises of Lithuania. But the practice of the group work lags behind the level of theoretical knowledge. The hindrance of the group work has been the individual work methods, the bureaucratic relations between the leader and the subordinate, and the limited initiative. Mention should be made about the repeated occurrence of the shortcomings of the group work in administrative management: the formal adoption methods of the group solutions very often lead to the situation when there are no persons responsible for the solution initiated. Especially important has been the transition from formal to business-like relationship with the clients – subjects. Today it is one of the most important personnel management problems. The administrative management methods are deeply rooted into the administrative practice but the state officers often refuse to admit this.

**Relating to paragraph 4.** One of the most acute problems of the public administration has been the estimation of the adopted solutions. Each state institution has the commission for the work estimation and the monitoring of the public management has been fulfilled. The state officers have to compensate the damage made because of their illegal deliberate solutions, dereliction of duty or unmannerly misconduct at work. The changes should be estimated by monitoring in order to predict the means enabling to avoid the events of negative practice. But there are many causes for the estimation of the effectiveness of the adopted solutions:

- **unstable legal bases for the adoption of the solutions:** the change of legal situation alter the evaluation conditions of the earlier solutions;
- **incompatibility of the public and personal interests** because of the law imperfection and the absence of the moral principles (the absence of the responsibility to the state);
- **the character of solutions**, the results of which cannot be estimated only from the point of view of economic criteria. Most often than not these are the economic solutions when economic criteria and the interests of an individual or citizens clash;
- **the mistrust in the state institutions** should be attributed to the specific stereotypes. Low lining standards, frequent change of the government, corruption scandals in all management levels bring to no-confidence in the state. The influence of the mass media as “the fourth government” to the adopted solutions should be also mentioned. The chase for sensations, unqualified or bribed commission of newspaper material presentation often distorts the information presented to the community and contrasts the society with the state institutions. The fear of the mass media and the society censure has led not to the quality improvement of the solutions, but to the refusal to make any responsible solutions at all.

Empirical research of strategic personnel management at the Kaunas municipality

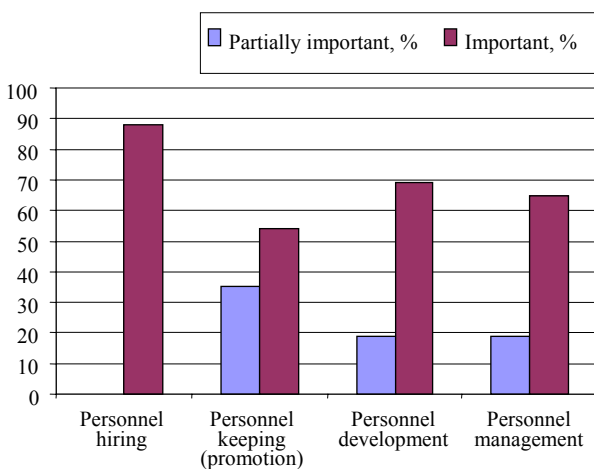
The research has been aimed to find out Kaunas municipality heads’ attitude to strategic personnel management and the main functions of personnel management. Inquiry appeared to be the most suitable to this end

(Janilionis 1999, Kardelis 2002).

The questionnaire consists of 35 close-type interrogative questions. Question number 1 and numbers 5-30 were formulated to find out the attitude to the main functions of personnel management. Questions number 2-4 and number 31 questions were set to define the heads' attitudes to strategic personnel management. Question number 32 deals with the main problems of personnel management. The questionnaire ends with demographic data about respondents' sex and age.

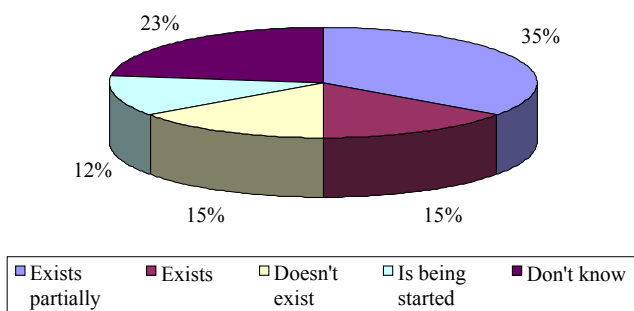
The research was carried out in August 12-23, 2005 at the Kaunas municipality. The general number of department heads is 47, having 5 questionnaires were rejected as damaged, 42 respondents were surveyed. 54% were men, and 46% women. Most of interviewers were of 46-60-years-old (69%).

Results of personnel management functions assessment are given in figure 3.



**Figure 3.** Assessment of key personnel management functions (n=42)

Management survey at the Kaunas municipality showed that personnel management strategy exists partially – 35% of respondents stated this (Figure 4). Such results show that importance of strategy when seeking for the best results of personnel management is still not really understood.

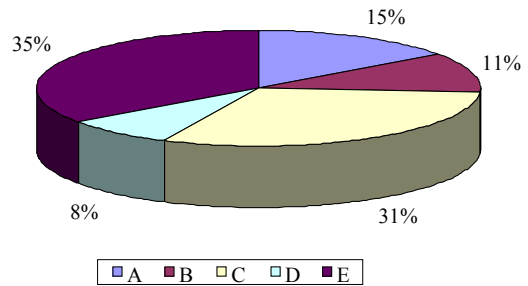


**Figure 4.** The answers about personnel management strategy existence

65% of respondents state that their administration director is responsible for strategic control of personnel at their organization.

31% of inquired managers say that personnel strategy goes from control strategy, and only 15% of respondents

think that personnel and enterprise strategies are developed in mutual interaction and coordination way (figure 5).



**Figure 5.** The connections between personnel and management strategies

- A – Personnel and organization strategies are developed in mutual interaction and coordination way;
- B – Personnel and management strategies exist separate from each other;
- C – Personnel strategy arises from management strategy;
- D – Management strategy arises from personnel strategy;
- E – Don't know.

Most of the survey participants think that personnel service should focus on strategic personnel management (54%). This means that in the future personnel departments would focus less on personnel control at their workplaces, but by personnel management actions will seek implementation of strategic goals of the organization.

Search of potential employees at the Kaunas municipality is carried out both from internal and external resources of organization (81%); all 42 respondents say that this process is fully or partially influenced by laws and decrees. Survey showed that 3 personnel selection tools are mostly used: capabilities, intellect and personality tests (14 respondents), interview regarding hiring (13) and analysis of documents presented by pretender (11). Services of assessment centres are totally unused. Hiring execution is fully influenced by legal basis, as all respondents say.

81% of managers, who participated in the survey, state that an assessment system exists in the organization. Mostly individual assessment of each employee according to the criteria established in the organization is applied. Assessment commission carries it out. Main objectives of the assessment are as follows: To receive information, referring to which employee can be promoted in position, to increase salary (88%); To help to define the need for employee training and to stimulate employees to develop (50%); To help to assess if employees are properly and qualitatively carrying their work or not (38%).

Most of the interviewed (73%) indicated that both material and immaterial stimulus are equally important. Now, in order to keep the good specialists in the company various bonuses and additional payouts are paid. Other means (bonuses for collective achievements, individual remuneration for productivity, flexible work schedule, longer than established holidays, work at home) are applied very rarely or even unapplied. Having asked what would stimulate to seek for better results, most of the respondents noted these means: bonuses, higher basic salary, possibility to make career, salary oriented to the achieved results, recognition by manager and colleagues,

personnel development and development possibilities.

All 42 respondents say that employees' trainings are carried out constantly in the organization. Survey has shown that in order to develop personnel in the institutions, means of education, development, professional development and interviews with employees are mostly used. Modern tools – testing centres, rotation in the work, practice programs, enrichment of work content – are poorly applied.

Career planning is almost unexecuted. Only 31% of respondents say that career planning is carried out partially. Only 1 respondent answered positively. Although career process is legally specified, the political processes significantly influence career – even 77% of respondents agreed with this statement.

When analysing reasons of discharge one of them was clearly distinguishing – discharge determined by activity circumstances (61%). Reasons, like skills have not met raised requirements, or improper behaviour is very rare. Results of answers to question how personnel management functions are executed are given in table 1. As we can see from the data, attention to execution of main personnel management functions at the Kaunas municipality is insufficient.

Table 1

**Execution of the main personnel management functions (n=42)**

Functions	Fully (%)	Partially (%)	The first signs (%)	Non-executed (%)
Personnel planning	8	31	8	4
Selection	15	23	0	8
Assessment	23	35	0	8
Training	27	23	4	4
Promotion	4	31	4	8
Career planning	0	4	11	11

Main personnel management problems at the Kaunas municipality are given in table 2. The most of respondents have defined limitations of stimulation and salary systems and limited possibilities to select the personnel as the essential problems.

Table 2

**Main problems of personnel management**

Problems	Answers
Limitations of stimulation and salary systems	23
Limited possibilities to select personnel	19
Status of officials	16
Automatical position preferment	7
Lack of motivation	5

## Conclusions

1. Personnel are not only the most important resource of public organizations, but also the most

sensitive field, therefore when managing it, it is necessary to invoke modern prime methods and refer to the new personnel management scientific research results.

2. Changed creed and cultural values change personnel management methods radically. During the public management reforms main attention is paid not to traditional personnel administration means, but to such, which would stimulate growth of personnel motivation, qualification, efficiency and flexibility.
3. The mostly determine problems in personnel system of public organization are the following: lack of motivation; status of officials; lack of possibilities to pursue career and to develop; limitations of motivation and salary systems; automatical position preferment; limited possibilities to select personnel.
4. The empirical research showed that personnel management strategy at the Kaunas municipality exists partially – 35% of respondents stated this. The importance of strategy when seeking for the best results of personnel management is still not really understood.
5. Personnel management strategy is an active, long-term approach, forming a total concept of the organization, to the most common aspects of the organization personnel. In its turn is related with management strategies. 31% of inquired managers say, that personnel strategy goes from management strategy, and only 15% of respondents think that personnel and organization strategies are developed in mutual interaction and coordination way.
6. 54% of the respondents think that personnel service should focus on strategic personnel management (In the future personnel departments would less focus on personnel control at their workplaces, but by personnel management actions will seek implementation of strategic goals of organization).

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- Ramunė Čiarnienė, Algimantas Sakalas, Milita Vienažindienė
- Strateginis personalo valdymas viešajame sektoriuje (Kauno miesto savivaldybės pavyzdžiu)**
- Santrauka
- Pasikeitusios pažiūros bei kultūrinės vertybės iš esmės keičia personalo valdymo metodus. Vykstančios reformos viešajame sektoriuje daugiausia dėmesio kreipia ne į tradicines personalo administravimo priemones, bet į tokias, kurios skatintų personalo motyvacijos, kvalifikacijos, našumo ir lankstumo augimą. Personalo tarnybos ir jos atliekamų funkcijų samprata viešajame sektoriuje vis labiau panašėja į privačiame sektoriuje taikomą atitinkamų tarnybų sampratą. Mokslinėje literatūroje irgi išvirtinto samprata, skatinanti viešajame sektoriuje vykdyti žmogiškųjų išteklių vadybą.
- Personalas yra ne tik svarbiausias viešųjų institucijų išteklius, bet ir jautriausia sritis, todėl jam vadovaujant būtina remtis šiuolaikiniais, naujausiais personalo vadybos mokslinių tyrimų rezultatais.
- Tyrimo objektas** – strateginis personalo valdymas viešajame sektoriuje.
- Tyrimo tikslas** – išanalizavus personalo vadybos aspektus viešajame sektoriuje, išsiaiškinti vadovybės požiūrį į strateginį personalo valdymą.
- Tyrimo metodai** – mokslinės literatūros analizė, empirinis tyrimas, loginė analizė, išvadų formulavimas.
- Straipsnį sudaro iš keturios dalyse. Pirmojoje nagrinėjama strateginio valdymo svarba viešajame sektoriuje. Antroje ir trečioje dalyse analizuojama personalo vadyba, remiantis naujosios viešosios vadybos principais. Ketvirtoje dalyje pristatomi atlikto strateginio personalo valdymo Kauno m. savivaldybėje tyrimo rezultatai.
- Strateginio valdymo sprendimai mokslinėje literatūroje analizuojami R.J. Aldag & T.M. Stearns (1987); viešųjų organizacijų vadybos ypatumus analizavo J. Q. Wilson (1989), J. E. Swiss (1991), J. Stewart (1992), B.G. Peters (1995), R. Denhardt (1995); G.J. Gordon, M.E. Milakovich (1995), J. Kleining (1996), J. Schafritz, E. Russel (1997), W. Parsons (2001), E. Gerhardt (2002), N. Pongsiri (2002), Ch. Pollitt, G. Bouckaert (2003). Naujosios viešosios vadybos klausimus nagrinėja P. Aucoin (1990), E. Abrahamson (1990), C. Hood (1991, 1995), D. Osborne, T. Gaebler (1992), B. Nunberg (1992), J. T. M. Lam (1996), F. F. Ridley. (1996), E. Ferlie, A. Pettigrew, L. Ashburner, L. Fitzgerald (1996), S. Sozen, I. Shaw (2002), N. Thom, A. Ritz (2004). Viešųjų organizacijų vadybos problemas Lietuvoje nagrinėja šie autoriai: A. Raipa, B. Melnikas, E. Jasaitis (2001, 2002), S. Puškorius (2002).
- Viešųjų institucijų personalo sistemoje esama keletu esminių problemų, kurios labiausiai lemia dažnai išsakomą kritiką dėl viešojo sektoriaus trūkumų. Svarbiausios jų yra šios: motyvacijos siekti rezultatų stygius, valstybės tarnautojo statusas, galimybių tobulėti ir kelti kvalifikaciją stoka, netobulos darbuotojų skatinimo ir atlygio už darbą sistemos, automatiškai vykdomas karjeros kilimas bei reformų reikalinga personalo atrankos sistema.
- Strateginis valdymas yra vienas svarbiausių modernaus administracijos valdymo elementų. Keičiantis valstybės institucijoms taikomiems reikalavimams, vis svarbesnis tampa personalo vadybos strateginis kryptingumas. Sugebėjimas kuo tiksliau prognozuoti išorinių veiksnių sąlygojamas organizacijos raidos kryptis ir remtis jomis, priimti personalo politikos sprendimus leidžia atsakyti į esminius personalo vadybos strateginius klausimus.
- Personalo vadybos strategija – tai aktyvus, ilgalaikis, visą valstybinės institucijos koncepciją formuojantis požiūris į bendriausius tos institucijos personalo aspektus. Ji savo ruožtu susijusi su valdymo strategija. Galima išskirti keturis šių strategijų sąsajų variantus: personalo ir valdymo strategijos egzistuoja atskirai viena nuo kitos; personalo strategiją sąlygoja valdymo strategija; valdymo strategija – personalo strategija; personalo ir institucijos strategijos kuriamos abipusės sąveikos ir derinimo būdu.
- Personalo vadybos orientavimas į strateginius tikslus padėtų surasti ir įtvirtinti ilgalaikius personalo politikos tikslus ir, vadovaujantis šiais tikslais, koordinuoti atskiras personalo vadybos funkcijas. Taip organizavus personalo vadybą ir kiekvieną sudedamąją jos dalį,

kiekvienoje konkrečioje organizacijoje galima pasiekti geriausių rezultatų.

### Tyrimo rezultatai

Tyrimas buvo atliktas Kauno m. savivaldybėje, 2005 rugpjūčio mėn., siekiant išsiaiškinti institucijos vadovų požiūrį į strateginį personalo valdymą ir personalo vadybos funkcijas. Apklausti 42 departamentų ir skyrių vadovai.

Vadovų apklausa Kauno miesto savivaldybėje leidžia daryti šias išvadas: tarp personalo vadybos funkcijų kaip labai svarbias jų darbe apklaustieji išskyrė: personalo atranką (88%), personalo ugdymą (69%), personalo valdymą (65%) ir personalo išlaikymą (54%).

65% apklaustųjų teigia, kad už strateginį personalo valdymą jų organizacijoje atsakingas administracijos direktorius. 31% apklaustųjų vadovų mano, kad personalo strategiją sąlygoja valdymo strategija, tik 15% teigia, kad personalo ir įmonės strategijos kuriamos abipusės sąveikos ir derinimo būdu.

Potencialių darbuotojų paieška Kauno m. savivaldybėje vykdoma iš vidinių ir išorinių organizacijos išteklių (81%), visi 42 apklaustieji teigia, kad šį procesą visiškai arba iš dalies veikia įstatymai ir potvarkiai.

Apklausa parodė, kad dažniausiai taikomi 3 personalo atrankos instrumentai: gebėjimų, intelekto, asmenybės testai (14 apklaustųjų), pokalbis dėl priėmimo į darbą (13) ir pretendento pateiktų dokumentų analizė (11). Visiškai nesinaudojama vertinimo centrų paslaugomis. Kad atrankos vykdymą visapusiškai veikia įstatyminė bazė, teigia 100% apklaustųjų.

81% apklausoje dalyvavusių vadovų teigia, kad organizacijoje egzistuoja vertinimo sistema. Dažniausiai taikomas individualus kiekvieno darbuotojo vertinimas pagal organizacijoje nustatytus kriterijus, kurį atlieka vertinimo komisija. Pagrindiniai vertinimo tikslai yra šie: gauti informaciją, kuria remiantis galima pakelti darbuotoją į aukštesnes pareigas, padidinti darbo užmokestį (88%); nustatyti darbuotojo mokymo poreikį, skatinti darbuotoją tobulėti (50%); įvertinti, ar teisingai ir kokybiškai darbuotojas atlieka savo darbą (38%).

Dauguma dalyvavusių apklausoje (73%) nurodė, kad vienodai svarbios tiek materialinės, tiek nematerialinės paskatos. Šiuo metu, siekiant organizacijoje išlaikyti gerus specialistus, mokami priedai, papildomos išmokos. Kitos priemonės (premijos už kolektyvinius pasiekimus, individualus atlyginimas už rezultatyvumą, lankstus darbo grafikas, ilgesnės nei nustatyta atostogos, darbas namuose)

taikomos labai retai arba visai netaikomos. Paklausus, kas skatintų siekti geresnių rezultatų, daugiausia respondentų pažymėjo šias priemones: premijos, didesnis bazinis atlyginimas, galimybė kilti karjeros laiptais, į pasiektus rezultatus orientuotas darbo apmokėjimas, vadovo ir bendradarbių pripažinimas, personalo ugdymas, tobulėjimo galimybės.

Visi 42 respondentai teigia, kad darbuotojų mokymai organizacijoje vykdomi nuolat. Atlikta apklausa parodė, kad, siekiant ugdyti personalą, institucijoje dažniausiai taikomos išsilavinimo, tobulinimosi, kvalifikacijos kėlimo priemonės bei pokalbiai su darbuotojais. Modernūs instrumentai – testavimo centrai, rotacija darbe, praktikinės programos, darbo turinio praturtinimas – menkai taikomi.

Kauno m. savivaldybėje karjeros planavimas beveik nepatinkamas. Tik 31% teigia, kad karjera planuojama iš dalies. Teigiama atsakė tik 1 respondentas. Nors pats karjeros procesas yra teisiškai reglamentuotas, karjerai didelę įtaką daro politiniai procesai, tam pritarė net 77%.

Analizuojant atleidimo priežastis, ryškiai išsiskyrė viena – veiklos aplinkybių sąlygotas atleidimas (61%). Tokios priežastys kaip gebėjimai neatitiko keliamų reikalavimų; dėl netinkamo elgesio – gana retos.

Pagrindinėms personalo valdymo funkcijoms skiriama nepakankamai dėmesio. Tokią išvadą leidžia daryti gauti rezultatai: efektyviai vykdomas personalo planavimas (8%), atranka (15%), vertinimas (23%), mokymas (27%), skatinimas (4%).

Kaip svarbiausias efektyviai dirbti organizacijoje trukdančias problemas apklaustieji įvardijo šias: skatinimo ir atlyginimo sistemų trūkumai (23), ribotos galimybės rinktis personalą (19), tarnautojų statusas (16), automatiškas pareigų paaukštinimas (7), motyvacijos stygius (5).

15% respondentų mano, kad personalo vadybos strategija jų organizacijoje egzistuoja, o 35% teigia, kad egzistuoja iš dalies. Tokie rezultatai leidžia teigti, kad strategijos svarba siekiant geriausių personalo vadybos rezultatų dar nelabai suvokiama.

54% dalyvavusių apklausoje mano, jog personalo tarnyba turėtų orientuotis į strateginę personalo vadybą. Tai reikštų, kad personalo skyrius ateityje mažiau orientuosis į personalo valdymą jo darbo vietose, bet personalo vadybos priemonėmis sieks įgyvendinti strateginius organizacijos tikslus.

*Raktažodžiai: viešosios organizacijos, naujoji viešoji vadyba, strateginis valdymas, strateginis personalo valdymas.*

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