

THE CORRELATION BETWEEN STRATEGIC HUMAN RESOURCE MANAGEMENT AND HUMAN RESOURCE DEVELOPMENT IN LITHUANIAN REPUBLIC MUNICIPALITIES' ADMINISTRATIONS

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Abstract

Article reveals correlation between strategic human resource management (SHRM) and human resource development (HRD) in LR municipalities' administrations. The analysis of scientific literature indicated resilient correlation between strategic human resource management and human resource development. Strategic human resource management concepts essence analysis indicated specific human resource development activity's stages. Evaluation of strategic human resource management principles influence on human resource development implementation highlight the importance of human resource development' decisions in organizational strategy. Analysis of national attitude revealed disagreement between perception of human resource development importance and aspirations of its improvement, legal regulation of civil servants training. Document analysis and pilot questionnaire survey were used in order to evaluate human resource development in Lithuanian Republic municipalities' administrations. Lithuanian Republic municipalities' administrations planning documents and reports analysis revealed that human resource qualification adequacy for strategic goals is not evaluated. Pilot survey of Klaipėda's region municipalities' administration personnel specialists' attitude revealed that correlation between human resource development in the concept of strategic human resource management and human resource development in Lithuanian Republic municipalities' administrations is not distinct and very obvious.

Key words: human resource development, strategic human resource management, personnel administration, municipal administration.

Classification JEL: M12 Personnel Management

1. Introduction

The scientific literature and surveys on human resource management of two past decades reveals a clear focus on strategic human resource management. The *strategic human resource management* grants human resources as the source of competitive advantage. The formation of strategic human resource management conception also has linkages with development and expansion of knowledge economy, learning organizations, life long learning. The strategic human resource management is one of the most important public organizations management aspects. The scientific literature reveals the importance and potentials of this one in different contexts. E. Jančiauskas, M. Arimavičiūtė (2002), R. Čiarnienė, A. Sakalas, M. Vienažindienė (2006), A. Yeung et al. (2008), J. Storey (2009) and others detaily analyze strategic human resource management in their studies.

Human resource development attains a lot of attention in the contemporary theories of national and organizational level also. E. Chlivickas (2001, 2007), J. Šiugždinienė (2008, 2009) analyze the problems and peculiarities of public officials' development system and model formation. The peculiarities of Lithuanian Republic municipal institutions' human resource management are analyzed by A. Astrauskas, G. Česonis (2008) and others.

Though scientific literature pay a great attention for human resource development, but its function's implementation in the context of strategic human resource management is not analyzed. The impact of strategic human resource management principles on human resource development function's implementation is not evaluated. Also, there is a frequent scientific discussion about limitations practically to apply strategic human resource management concept in public sectors human resource management. The Lithuanian Republic municipalities'

administrations attitude towards human resource development, HRD practice's correlation with SHRM is unvalued. Therefore, the article is aimed to evaluate the correlation between strategic human resource management and human resource development in administrations of Lithuanian Republic municipalities.

The goal of the article is to reveal the correlation between SHRM and HRD in administrations of Lithuanian Republic municipalities. The article consists of three parts. The peculiarities of HRD in the SHRM concept are excluded in first part. The second part is aimed to reveal the attitude towards civil servants development prevailing in the national level and the legal reclamation of human resource development. The third part represents survey of the correlations between the attitude towards HRD, prevailing in Lithuanian Republic municipalities' administrations, and SHRM.

Research methods of this paper are following: the analysis and systemization of scientific literature, Lithuanian Republic laws and legal acts; Lithuanian Republic municipalities' administrations internet information analysis; the questionnaire survey of Klaipėda's region municipalities' administrations' personnel administration specialists.

2. The importance and peculiarities of HRD implementation in the context of strategic human resource management

On purpose to reveal HRD peculiarities in the concept of SHRM and in Lithuanian Republic municipalities' administrations', it is important to reveal the principles of SHRM concept, the linkages of SHRM and HRD, exclude HRD implementation peculiarities in SHRM concept.

The scientists (D. E. Bowen, C. Galang, R. Pillai, 2002, p. 105; E. Jančiauskas, M. Arimavičiūtė, 2002, p. 168; N. Thom, A. Ritz, 2004, p. 244; S. E. Condrey, 2005, p. 7; R. Čiarnienė, A. Sakalas, M. Vienažindienė, 2006, p. 64; E. E. Jančiauskas, 2006, p. 33; S. T. T. Teo, J. J. Rodwell, 2007, pp. 14, 267; J. Storey, P. M. Wright, D. Ulrich, 2009, p. 4; A. J. Rucci, 2009, p. 137] define strategic human resource management as coherent, interdependent and integrated system of attitudes, practices and means of HRM which help to implement organization's strategic goals. The principles of SHRM concept, which are emphasized in scientific literature, are systemized in the first table (Table 1).

Table 1: Principles of strategic human resource management

Estimation criterion	Strategic human resource management
Attitude toward management of resource	Organic and innovative.
Orientation in time	Obvious strategic orientation, based on operational involvement.
The perception of main object's importance	HR (the completeness of personnel knowledge, abilities and skills) is most important organizational resource and strategic partner.
Main aim	To warrant HR involvement in organizational mission and strategic goal implementation.
Main tasks	Active participation in environmental analysis, formulation of strategic goals and decisions, creation of competitive advantages and value.
	The support for implementation of mission and strategy.
	Active participation in culture and values creation and maintenance.
Main mean	The creation and implementation of particular and detail HRM strategy.
HRM specialist's relation with various management levels	HRM department openly and toughly collaborate with managers of highest, middle and lowest levels.
Attitude towards HRD	Permanent development of HR and HRM department specialists' abilities (as the

	means of creation of value and competitive advantage).
Prevalent job organizing methods	Collective, team job organizing methods and management style are dominating.
The performers of activities	HRM activities are distributed among highest level managers, HRM specialists and direct managers; specialized organizations service is used; HRM department's qualitative and quantitative sufficiency for SHRM is warranted.

Source: designed by author of article, based on: J. Storey (2001, p. 6); D. E. Bowen, C. Galang, R. Pillai (2002, p. 119); E. Jančiauskas, M. Arimavičiūtė (2002, p. 169); Ch. J. Collins, K. D. Clark (2003, pp. 740-742); D. E. Klingner, J. Nalbandian (2003, pp. 38, 62, 72-73, 79-80, 82); P. Zakarevičius (2003, p. 130); N. Thom, A. Ritz (2004, pp. 241, 243-244); C. Ban (2005, pp. 23-24, 30-31); S. E. Condrey (2005, pp. 4-5, 7); E. E. Jančiauskas (2006, pp. 31-34); E. Chlivickas (2007, pp. 140, 173); S. Pivoras (2007, p. 162); A. Raipa (2007, p. 28); S. T. T. Teo, J. J. Rodwell (2007, pp. 14, 267, 277, 280); D. Ulrich, W. Brockbank (2007, pp. 11-18, 45, 104, 150-152, 185, 193, 222); I. Bakanauskienė (2008, pp. 23, 42, 101); R. Butterfield ir kt. (2008, p. 96); A. Eigenhuis, R. van Dijk (2008, pp. 27, 95, 104, 176); A. Yeung et al. (2008, p. 5); J. J. Rodwell, S. T. T. Teo (2008, pp. 14, 22); J. Šiugždinienė (2008, p. 8); J. Waterhouse, D. Lewis (2008, p. 52); M. Alvesson (2009, p. 52); D. A. Buchanan (2009, p. 150); E. V. Bartkus, A. Raipa, Ž. Liepė (2009, p. 62); W. Brockbank, D. Ulrich (2009, pp. 171-174, 176); J. Šiugždinienė (2009, p. 27); C. J. Zhu, S. B. Thompson, H. de Cieria (2008, p. 135); D. Ulrich, J. Younger, W. Brockbank (2009, pp. 183, 191)

The attitude towards human resource management is most important for this article. Therefore it is purposeful to compare opinions on HRD of scientists, analyzing personnel management, HRM and SHRM (Table 2). The aspiration to select qualified personnel and to limit investment in human resource development prevailed in personnel management. This attitude was transformed in HRM concept: human resource (organizational and personal abilities) and HRM specialist's development must be paid with a great attention. HRD (human resource and human resource management specialists' potential, abilities development, timely qualification perfection, external practice) attain even greater attention in strategic human resource management concept. Scientists J. Storey (2001, p. 6), D. E. Bowen, C. Galang, R. Pillai (2002, p. 113), J. J. Rodwell, S. T. T. Teo (2008, p. 14), J. Waterhouse, D. Lewis (2008, p. 52), A. J. Rucci (2009, pp. 138-139), J. Šiugždinienė (2009, p. 26) emphasize the forming of competitive advantages through HRD in the concept of SHRM. For example, D. Ulrich and W. Brockbank (2007, p. 50) notice, that phrase "structure follows the strategy" is replaced with phrase "abilities follows the strategy"; the effective organization is described not by structure, but by abilities, which allow to react towards environmental needs. J. Waterhouse and D. Lewis (2008, p. 52) point, that in the rapid and constant change of public service, it becomes very important to align HR abilities and strategic goals. So, a great attention is paid for development of personal potential, social, management and other competences nowadays.

Table 2: Personnel management, HRM and SHRM attitudes towards HRD

Personnel management	HRM	SHRM
The aspiration to select qualified personnel. The funding for personnel development is reserved.	The funding for personnel development is recognized as investment in HR. The necessity to develop HRM specialists is emphasized.	Permanent HR and HRM specialists' abilities development is recognized as the mean of forming value and competitive advantage.

Source: designed by author

Strategic human resource management activities' system analysis revealed the importance of human resource development activity. It is important to mention, that authors, working in the field of SHRM, analyze activities system forming this concept sufficiently seldom. But indicate the same personnel management or HRM activities often. Some scientists emphasize the

importance of one or few activities, or focus on discussion about innovative aspects in work of SHRM specialists. For example, J. Šiugždinienė (2009, pp. 26-35) creates a pattern of HRD system. C. Ban (2005, p. 23) emphasizes different understanding of HRM activities in the concept of SHRM. A. Yeung et al. (2008, p. 5) notes that SHRM activities must be formed in the way to correspond to long-term strategic goals, but not only short-term needs. The analysis of nineteen sources showed that the HRD activity is indicated very frequently (it is mentioned in sixteen sources). Moreover, the frequency of mentioning of HRD activity is doubled in HRM orientated works in comparison with personnel management orientated works. So, it is possible to state, that importance of this activity is increasing. The scientists exclude learning, in-service training/refreshing course typically. D. E. Klinger and J. Nalbandian (2003, p. 2) state, that public servants' development is composed of counseling, training, motivating, evaluation of competence growth.

So, as it was mentioned, the growth of knowledge and permanent learning importance significantly influenced the forming of SHRM concept. The analysis reveals resilient correlation between SHRM and HRD. One of the main principles of the concept states that permanent human resource and human resource management specialists' abilities development is recognized as the mean of forming value and competitive advantage. The essence of strategic human resource management is formed of several principles which interact each other and influence implementation of SHRM activities, undoubtedly. There are a lot of works intended for HRD. However, implementation of human resource development function in the context of SHRM is not analyzed. The impact of principles of SHRM on implementation of HRD function is not evaluated.

We might analyze activity of human resource development in various aspects. Still, stages of human resource development are determined in this article. We might determine such **stages of HRD activity**, basing on the analysis and systematization of scientific literature (A. Sakalas, 1998, p. 139; V. Baršauskienė, 1999, p. 234; P. Zakarevičius, 2003, p.128; P. Dobson, K. Starkey, J. Richards, 2004, p. 129; N. Thom, A. Ritz, 2004, p. 275; W. Brockbank, D. Ulrich, 2009, p. 174; I. Bakanauskienė, 2008, p. 224):

- The analysis of human resource qualifications, skills and abilities;
- The analysis of HRD demand (according to organizational strategy goals);
- The planning and implementation of HRD means;
- The evaluation of HRD.

The analysis of scientific literature (J. A. Pearce, R. B. Robinson, 1991, p. 316; A. Sakalas, 2003, p. 46; D. E. Klingner, J. Nalbandian, 2003, p. 82; N. Thom, A. Ritz, 2004, p. 71; J. Storey, 2009, p. 127; D. Ulrich, J. Younger, W. Brockbank, 2009, p. 193] revealed, that decisions of human resource development are very important aspect of HRM strategy.

Analyzing the essence of SHRM concept, we can make an assumption that principles of the concept significantly influence implementation of this activity and its stages. The necessity of organy and inovation, strategic orientation, human resource management specialists' participation in environmental analysis, enactment of strategic goals and desicions, creation of competitive advantages and value means, that HRD must be coherent with organizational mision, strategic goals, necessary competentions. The importance of human resource and understanding of strategic partnership, domination of collective and team job organizing methods significantly influence training methods and means. Resilient cooperation and distribution of HRM activities between managers establish coherent HRD system. This creates human resource involment in mision and stratgic goals implementation, creation of value.

Summarizing, analisis revealed resilent correlation between SHRM and HRD: the development of SHRM concept was significantly influenced by growing importance of knowledge and permanent learning. Permanent human resource and human resource

management specialists' abilities development, recognized as the mean of forming value and competitive advantage, is one of the core principles of SHRM concept. The importance of HRD activity in SHRM concept in comparison with personnel management and HRM orientated works. Concept of strategic human resource management implies following stages of activity of human resource development: analysis of human resource qualifications, skills and abilities; analysis of HRD demand (according to organizational strategy goals); planning and implementation of HRD means; evaluation of HRD. Principles of the concept of SHRM significantly influence implementation of activity of HRD and its stages. Decisions of human resource development are very important aspect of HRM strategy. Human resource development must be coherent with organizational mission, strategic goals, and necessary competencies. The importance of human resource and understanding of strategic partnership, domination of collective and team job organizing methods significantly influence training methods and means. Resilient cooperation and distribution of HRM activities between managers establish coherent HRD system.

3. The analysis of correlation between SHRM and HRD in Lithuanian Republic municipalities' administrations

Previous analysis revealed growing importance of human resource development and its peculiarities in concept of strategic human resource management. So it is important to evaluate the correlation between SHRM and HRD in Lithuanian Republic municipalities' administrations. Correlation is revealed by the analysis of shift of Lithuanian civil service, HRD reorganization and implementation of HRD activity in Lithuanian municipalities' administration.

3.1. The review of attitude towards HR development prevailing in the national level

On purpose to reveal the attitude towards civil servants development prevailing in the national level and the legal reorganization of HRD, it is necessary to analyze the shift of civil service, the legal reorganization of HRD activity.

Scientific literature (E. Chlivickas, 2001, p. 168; Ž. Židonis, N. Jaskunaitė, 2009, p. 93) state that Lithuanian public sector reforms, which were caused by political, administrative and technical causes, significantly changed civil service and public organizations HRM activities during past two decades. Civil service legal basis was essentially changed during reconstruction of Lithuanian public sector. Lithuanian civil service aspects (legal reorganization alignment with ES standards and principles; the ability and quality of work of central structures) are credited highly or creditable in various international documents (Viešojo administravimo plėtros iki 2010 m. strategija; 2008 m. kovo 28 d. redakcija; http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_1?p_id=316688; <http://www.sigmaweb.org/dataoecd/41/47/34988156.pdf>).

Though, scientific literature states that many aspects of public institutions' HRM are requiring for improvement. R. Čiarnienė, A. Sakalas, M. Vienažindienė (2006, pp. 65-67), Ž. Židonis, N. Jaskunaitė (2009, p. 96), V. Nakrošis and Ž. Martinaitis (2009, p. 20), J. Šiugždinienė (2009, p. 26) indicate significant Lithuanian civil service system's shortcomings, related with development of civil servants.

The strategy of public administration development up to 2010 (http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_1?p_id=316688) reveals such shortcomings: unformed mechanism of coordinating institutions, participating in development of civil servants; the lack of leading competitions in all levels of management; the lack of foreign languages and computer using skills, administrative abilities of working in the conditions of ES membership; insufficient qualifications of personnel administrative specialists; unformed civil service career

planning system and others. Therefore, there is a clear strive to modernize HRM, to **form professional and stable civil service**.

Scientists and practitioners formulate recommendations and plans to improve above mentioned and other shortcomings of civil service HRD. The necessity to formulate civil servant training mechanisms is perceived as a mean of HRD and civil service modernization, professional and stable civil service forming in the strategy of public administration development up to 2010 (<http://www3.lrs.lt/pls/inter3/dokpaieska.showdocl?pid=316688>). A. Astrauskas and G. Česonis (2008, p. 32) highlights the necessity to prosecute training and improvement of qualification of local politicians and civil servants. J. H. Meyer-Sahling, V. Nakrošis (2009, p. 15) and J. Šiugždinienė (2009, p. 26) propose to transform HRD system, in order to form conditions to generate new competences and develop learning culture in public institutions. It is necessary to create particular opportunities for civil servants to develop and strengthen abilities and willing to develop oneself in order to facilitate efficient implementation public administration reforms.

So, it is possible to state that the improvement of HRD is perceived as a mean of **formation of professionalism and engagement of civil service**. Still, it is important to reveal the correlation between HRD in SHRM concept and in legal regulation. Development of civil servant is regulated by many laws and legal acts. Yet, it is confined with analysis of Lithuanian civil service law, Definitive personnel administration department regulation, and Strategic planning methodology regulation.

Lithuanian civil service law is the main legal document regulating entire civil service and development of civil servants as well. In this document (LR civil service law, XI section, article 49, http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_1?p_id=362249), the main attention is allocated at regulation of general management of civil servant development. Also, this document determines Civil service department's role in improvement of training programs and prosecution of supervision on their implementation quality. The centralization is obvious in regulated aspect (X section, articles 45 and 47): the training programs for civil servants is formulated according to content requirements for training programs which are set by interior minister; the strategy of civil servants training establish prime goals of civil servants' training and main civil servants training groups. Despite such obvious centralization, we can make an assumption that these attitudes do not conflict with principles of SHRM concept. Foremost, strategic plans of municipalities are formed regarding of national priorities. Therefore, the general strategy of civil servants' training in particular way corresponds with the needs of municipalities' administrations. Secondly, there is no attitude which prevents municipalities' administrations to embrace additional programs and means of civil servants training.

There is only one function concerning HRD in Definitive personnel administration department regulation (<http://www3.lrs.lt/pls/inter3/dokpaieska.showdocl?pid=306751&pquery=&ptr2=>). This function integrates personnel administration specialist's help for institution manager to formulate personnel training priorities, form annual personnel training plans and prosecute their implementation, implementation of another human resource development organizing events. Despite citation of separate aspects, it can be stated that functions mentioned in Definitive personnel administration department regulation **do not warrant HRD correspondent to SHRM concept**.

Theoretical analysis revealed that SHRM and HRD establishment in public administration theory is associative with strategic management theory. Therefore, it is purposive to analyze Strategic planning methodology regulation (LR Vyriausybės nutarimas 2007 m. vasario 7 d. Nr. 194 "Dėl Lietuvos Respublikos Vyriausybės 2002 m. birželio 6 d. nutarimo Nr. 827 „Dėl strateginio planavimo metodikos patvirtinimo“ pakeitimo"; http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_1?pid=292440) attitude towards HRD. The

organizer of strategic planning must analyze and evaluate HR according this methodology. There is statement in this regulation that basing on this analysis mission of institution is discussed and designed. Though, it is stated that analysis of HR involves such characteristics as positions and qualifications. Development and/or strategic planning of development are not mentioned in this methodology. Whereas scientific analysis revealed that competences of HR and their correspondence with strategic goals must be evaluated, and this evaluation is outcome to grand decisions about HRD.

Hence, analysis of national attitude revealed that HRD is perceived as the mean of creating professional and engaging civil service. Therefore great attention is imposed for formulation and improvement of HRD system. Though scientists recommend developing strategic competences which are essential for implementation of reforms, but governmental documents are focusing on formulation of civil servant training mechanisms. Legal regulation of civil servants training does not correspond with HRD in SHRM concept. So, it can be stated that implementation of HRD, as it is perceived in SHRM concept, is not stimulated in national level, including municipalities' administrations.

3.2. The peculiarities of implementation of HRD function in LR municipalities' administrations

Analysis revealed HRD centralization tendencies prevailing national level and inadequacy with SHRM concepts attitude towards HRD. Therefore it is important or evaluate attitude towards HRD prevailing in institutional level. The case of municipalities was chosen for this evaluation. Two methods of survey (analysis of documents and questionnaire survey) were chosen for more precise results.

3.2.1. HRD activities implemented in Lithuanian municipalities' administrations

Personnel administration functions, strategic action plans, and reports presented in internet sites analysis was accomplished during 2008-2009 in order to evaluate peculiarities of HRM in LR municipalities' administrations. HRD aspect of survey is represented in this article.

Thirty five personnel administration specialists' (departments') regulations were found during the analysis of sixty internet sites of municipalities' administrations (J. Jagminas, I. Pikturnaitė, 2008, p. 85). Human resource development/training related activities were mentioned only in twenty six regulations (Table 4).

Table 4: The digest of HRD activities implemented by LR municipalities' administrations personnel administration specialists (department)

The frequency of indicated HRD activities implemented by personnel administration specialists in LR municipalities' administrations:	HRD (training) activities							
	Determination of demand and priorities	Planning	Evaluation of efficiency	Training organization				Selection of training agencies
				Introductory	Continue	Special programs	Not specified training	
	12	15	3	8	4	4	18	4

Source: formulated by author of article basing on indicated HRD activities mentioned by LR municipalities' administrations personnel administration specialists

The frequency of indicated activities of human resource development, implemented by personnel administration specialists, revealed that mostly frequently (18 of 22) personnel

specialists organize training of civil servants. The planning of training (15 of 22) and determination of training demand and priorities (12 of 22) are indicated sufficiently often. The participation of personnel specialists in planning the financing of training is indicated mostly rarely (2 of 22; Kazlų rūda municipality, Personnel department; Vilnius c., Personnel department).

Comparison of HRD functions implemented by personnel administration specialists in municipalities' administrations and HRD activities in the concept of SHRM showed that: analysis of HRD demand (matches with determination of demand and priorities) and planning and implementation of HRD means (matches with planning and organizing of training) are indicated/implemented sufficiently frequently; the analysis of HR qualifications, skills and abilities analyzing activity indication/implementation is not highlighted; evaluation of HRD (matches with evaluation of efficiency) is indicated/implemented too rarely. So, HRD activities in SHRM concept and in municipalities' administrations match/correlate only partially.

3.2.2. HRD aspects in administrations' planning documents and reports

Theoretical analysis revealed that HRD decisions are important aspect of HRM and organizational strategy. Therefore it is important to evaluate HRD aspect in planning documents and reports in institutional level. Lithuanian municipalities' administrations' strategic action plans and reports presented in internet sites analysis was accomplished during 2008-2009. Analysis revealed that administrations' human resources are analyzed very rarely in strategic planning documents (J. Jagminas, I. Pikturnaite, 2008, p. 87). Main analysis criterions and peculiarities of HRD are presented in Table 5.

Table 5: HRD aspects, presented in planning documents of LR municipalities' administrations

Municipality, the title of document	Presented HRD peculiarities
Alytus c. mun. Strategic activity planning document 2008-2010	Implemented training activities, qualification improvement and comprehension development system's importance are emphasized. The results of personnel audit are described. HR is described as strength in SWOT analysis.
Alytus d. mun. Strategic development planning document 2007-2013	There is declared that implemented training was one of the means of creating modern, dynamic, competitive and professional personnel.
Kaunas d. mun. The improvement strategy of life and activity quality 2007– 2013	There is an intention to expance personnel competences development service, in order to prepare to work in conditions of knowledge society.
Kėdainiai d. mun. Strategic activity planning document 2008-2010	Personnel qualification, self-sufficiency and experience are analyzed. There is a project of administrative abilities improvement. Administration's HR is described as strength in SWOT analysis. Insufficient attention for work load and reward, and difficulties to attract and to retain qualified personnel are perceived as threats.
Klaipėdos c. mun. Strategic activity planning document 2008-2010	The HR audit is prospective, in order to determine optimal work loads and reveal problems. Administration's HR is described as threat in SWOT analysis.
Klaipėda d. mun. Strategic development planning document 2004-2012	There is a goal to develop personnel abilities necessary to work in ES conditions. The composing of employment conditions for young specialists is one of the formulated means.
Kretinga d. mun. The	There is an intension to improve personnel abilities necessary to work in ES conditions. Implemented training planning and training of computer skills are

analysis of local management	described as strength in SWOT analysis. Unrelated development of qualifications and personnel evaluation are perceived as weaknesses. Difficulties to attract and to retain qualified personnel are perceived as threats.
Vilnius c. mun. Strategic activity planning document 2007-2009	Administration's HR is described as strength in SWOT analysis. There is statement that personnel of administration are of sufficient quality.

Source: formulated by author, basing on planning documents of Lithuanian municipalities' administrations

The peculiarities of HRD analysis in strategic documents of administrations reveals that information about training, improvement of qualification is represented mostly frequently. Such facts usually skills are described as strength in SWOT analysis. Training and qualification improvement activities are usually elements of all planning documents. Referring on such data, it can be stated that analysis of HRD in planning document of administrations is quite formal. The adequacy of strategic goals and HR' qualifications are not evaluated.

The analysis of administrations' mayors, directors, personnel specialists' annual reports revealed peculiarities of HRD, also. Information about accomplished training and qualification improvement is most frequent aspect of administrations' directors (Biržai d., 2007; Joniškis d., 2007; Jurbarkas d., 2007; Kalvarijos c., 2005; Kaunas c., 2007; Kaunas d., 2006; Kelmė d., 2007; Marijampolė c., 2007; Molėtai d., 2007; Pasvalys d., 2007; Plungė d., 2007; Raseiniai d., 2007; Rokiškis d., 2007; Šakiai d., 2007; Šiauliai c., 2007; Šiauliai d., 2007; Ukmergė d., 2007; Varėna d., 2007; Zarasai d., 2006), heads of Law and personnel departments (Biržtonas c., 2007; Elektrėnai c., 2007) reports. Improvement of qualification in order to develop special knowledge, formulate management, administration, strategic planning and implementation skills and abilities, learn foreign languages are most frequent aspects of HRD analysis. Information about setting of development priorities, planning of development, financing of development is represented rarely. The mayor of Prienai district municipality decelerates (annual report of 2007) that provided opportunities to improve qualifications was applied as means of enhance personnel motivation. However frequently HRD analysis is represented in abstract phrases: there is an intension to create conditions to improve professionalism of civil servants; there is framing of information about opportunities to develop qualifications and all that.

So, Lithuanian municipalities' administrations planning documents and reports analysis revealed a clear notion, that human resource are very important factor of successful activity. Therefore competences, professionalism, and qualifications festinate the implementation of institution strategy and goals. However, municipalities' administrations human resource qualification adequacy for strategic goals is not evaluated.

3.2.3. Evaluation of LR municipalities' administrations' personnel specialists' attitude towards HRD

Administrations' personnel specialists' questionnaire survey is prosecuted in 2010, in order to investigate entire concept of strategic human resource management and implementation of its function system in Lithuanian municipalities' administrations. HRD is inherent part of SHRM concept.

Klaipėda's region municipalities' administration personnel specialists' attitude was explored in April of 2010 as a pilot survey. Overall nine personal specialists (Klaipėda city, Klaipėda district, Kretinga district, Neringa city, Palanga city, Skuodas district, Šilutė district) participated in this pilot survey. These specialists answered four questions in the context of human resource development: evaluation of importance of HRD activity, time given to implement HRD activity, implementation of HRD activity, correlation between HRD decisions and general institution's strategy.

Analysis of respondents' answers revealed that six specialists perceive civil servant training and qualification improvement activity as very important; other three specialists indicated activity as important. Three specialists declared that they spent a lot of their work time for development decisions adoption; six specialists indicated spending moderately time for this activity. So, such answers reveals that HRD activity is perceived as very important, but only moderately time is spent for this activity.

Personnel specialists were asked to propose their agreement (disagreement) with six statements, describing implementation of HRD activity. Next picture represents opinions of respondents (total agreement with statement 6 points; total disagreement – 1 point) – Figure 1.

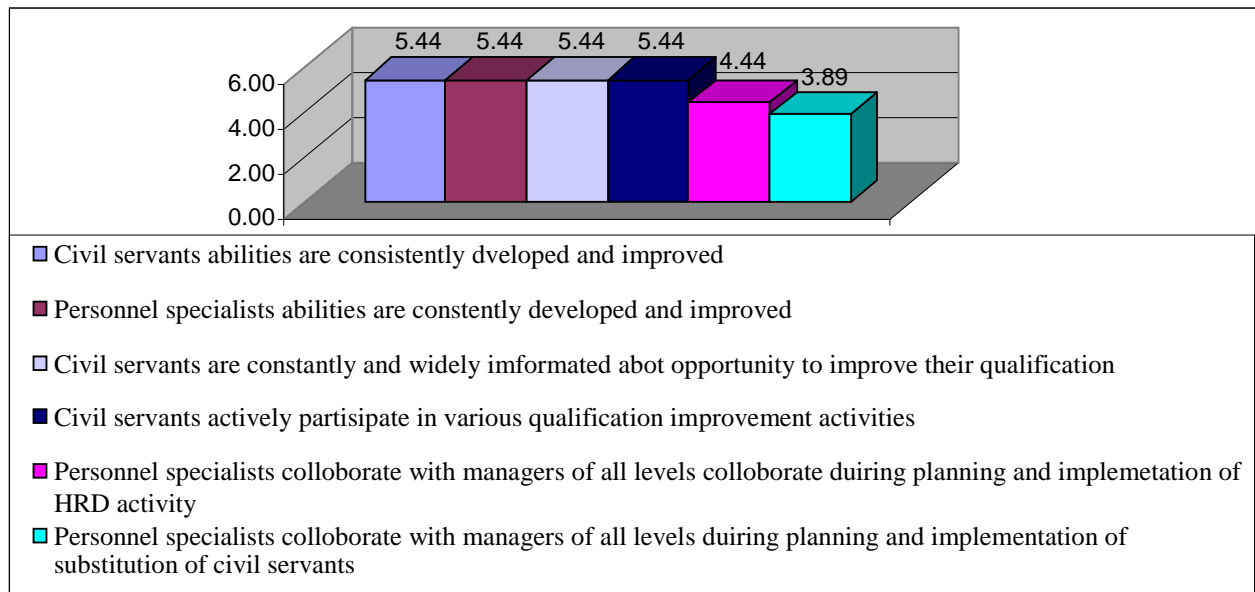


Figure 1: Personnel specialists' attitude towards implementation of HRD

Source: own

Specialists' opinions analysis revealed that qualifications of municipalities' human resource and personnel specialists are constantly developed. Though, collaboration of personnel specialists and managers of all levels is evaluated less. Personnel specialists were asked to propose their agreement (disagreement) with eight statements, describing correlations between municipalities' strategic goals and HRD decisions. Figure 2 represents opinions of respondents on these statements (total agreement with statement 6 points; total disagreement – 1 point).

Personnel attitudes analysis revealed that administrations' human resource qualitative and quantative characteristics are analyzed but sufficiency of those resources and qualifications and skills adequacy for strategic goals evaluation is uncommon. These results show that there is only partial correlation between qualifications and skills analysis and institutions strategic goals. However specialists indicated that trends and forms of development are planed according strategic goals. So, administration's personnel specialists perceive the importance of human resource development and link HRD activities with strategic goals.

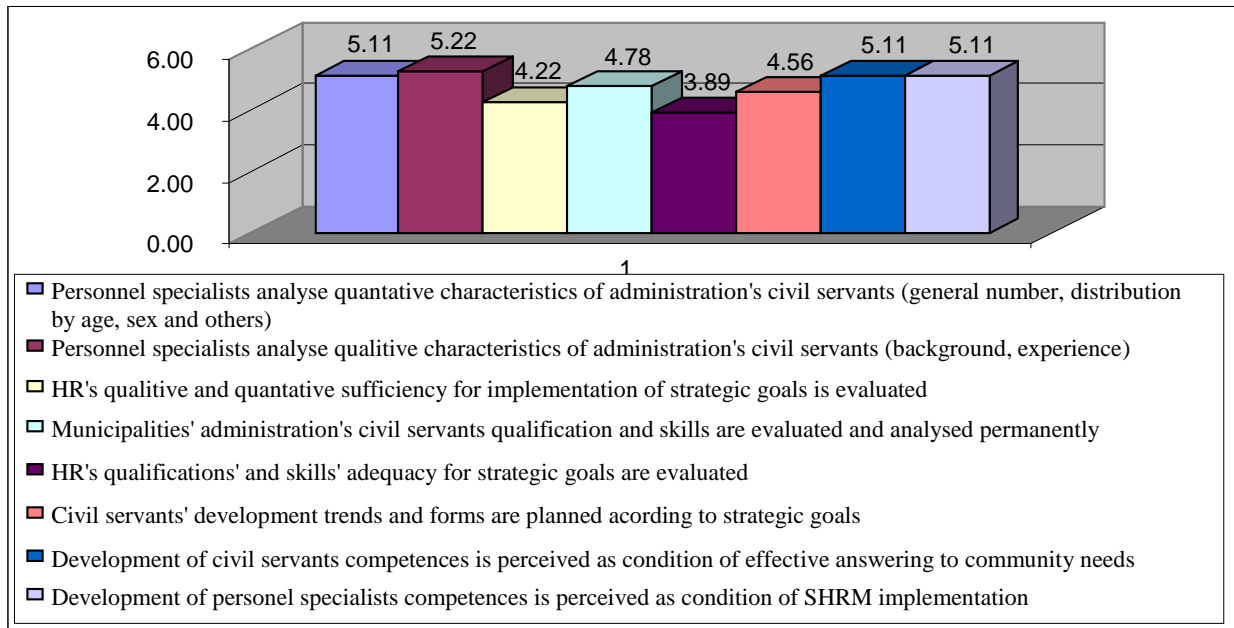


Figure 2: Personnel specialists' attitude towards correlation between municipalities' strategic goals and HRD decisions

Source: own

So, pilot questionnaire survey revealed that administrations' personnel specialists perceived importance of HRD activity. Human resource participates actively in HRD activities. But collaboration of personnel specialists and managers of all levels is not so sufficient. Municipalities administrations' human resource qualitative and quantitative characteristics are analyzed but evaluations of sufficiency of those resources are uncommon. So, it is possible to state that there is correlation between HRD in the concept of SHRM and HRD in Lithuanian municipalities' administrations. However, this correlation is not distinct and very obvious.

4. Conclusions

Theoretical analysis revealed resilient correlation between SHRM and HRD: the development of SHRM concept was significantly influenced by growing importance of knowledge and permanent learning. Permanent human resource and human resource management specialists' abilities development, recognized as the mean of forming value and competitive advantage, is one of the core principles of SHRM concept. The concept of strategic human resource management implies such stages of HRD activity: analysis of human resource qualifications, skills and abilities; analysis of demand of human resource development (according to organizational strategy goals); planning and implementation of HRD means; evaluation of HRD. Principles of the concept of strategic human resource management significantly influence implementation of activity of human resource development and its stages. Decisions of human resource development are very important aspect of HRM strategy. Human resource development must be coherent with organizational mission, strategic goals, and necessary competitions. The importance of human resource and understanding of strategic partnership, domination of collective and team job organizing methods significantly influence training methods and means. Resilient cooperation and distribution of HRM activities between managers establish coherent HRD system.

Analysis of national attitude revealed that human resource development is perceived as the mean of creating professional and engaging civil service. Therefore great attention is imposed for formulation and improvement of human resource development system. Though scientists

recommend developing strategic competences which are essential for implementation of reforms but governmental documents are focusing on formulation of civil servant training mechanisms. Legal regulation of civil servants training does not correspond with human resource development in concept of the strategic human resource management. So, it can be stated that implementation of HRD, as it is perceived in SHRM concept, is not stimulated in national level, including municipalities' administrations.

Lithuanian municipalities' administrations planning documents and reports analysis revealed a clear notion that human resource are very important factor of successful activity. Therefore competences, professionalism, and qualifications festinate the implementation of institution strategy and goals. However, municipalities' administrations of human resource qualification adequacy for strategic goals are not evaluated.

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