

Implementing strategic human resource planning

A case study at the municipality of Winterswijk

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May 2014



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MASTER THESIS

May 2014

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Management summary

Introduction

Within the coming years, public authorities will have to cope with varied changes. This also goes for the municipality of Winterswijk and includes changes like the ageing population which directly influences the labour market and the internal personnel file. Besides, cuts in budget result in less employees and smaller investments. Furthermore, new tasks are directed at municipalities like health care responsibilities. The organisation should be able to timely respond to future changes with the present personnel file. Strategic human resource planning (SHRP) will assist the organisation in creating a strategic long-term view. In this way, the present personnel file can be updated and completed with necessary information to handle coming situations.

Within this thesis, strategic human resource planning is described as achieving a fit between an organisation and her environment through analysing the quantity and quality of its personnel. In this way, a human capital gap can be analysed to be able to take the right actions to accomplish human resource objectives and strategies, and in the end to respond to organisation-wide strategic goals.

After several months of conducting research, the municipality of Winterswijk had made her choice to implement SHRP definite. The advisory company interMaction was hired to assist the implementation process. All effort is financed by the A+O Fund Municipalities. The choice to implement SHRP by the means of a tool resulted in a profound research on the conditions to make the implementation of SHRP a success. As a result, two research questions are maintained and answered throughout this report. The first research question focuses on the different planning methods and the second research question focuses on the role of the stakeholders during the introduction, adoption, development and implementation stages. Not all groups of stakeholders are analysed as from within the organisation it was decided not to include all stakeholders during all of the steps of the implementation process. Researched stakeholders include the management team consisting of the general manager/town clerk and the managers and the personnel department. One manager, two HR employees, interMaction and myself are part of the project group which designed and implemented SHRP by the means of the chosen tool.

Research purpose

The aim of this research is to provide the municipality of Winterswijk with knowledge on SHRP methods and conditions. Combined with an external and internal analysis and three types of research; observations, document analysis, and interviews, recommendations are made.

This includes advise on how it is best to proceed with the implementation process so far, and what is necessary to successfully implement innovations in the future, keeping in mind all the coming changes.

Methodology

To be able to research both stakeholder groups, two types of research have been applied. Qualitative research by the means of interviews has researched the stakeholders in the management team, observations were done to investigate the functioning of the project group, and a document analysis was executed to construct the external and internal analyses. In this way, all involved stakeholder groups are included in this research. The downfall is that only six interviews have been conducted which influences validity.

Findings

- Observations (personnel department)

The personnel department has initiated the implementation process. Not all members were always present and showed commitment. Communication flows from the project group to the management team did not occur regularly. This resulted in managers' lack of knowledge on timelines and planning of the implementation procedure. Meetings in general proceeded well with the cooperating members. Communication between interMaction and the project group did not always proceed without difficulties as interMaction cancelled several meetings and was always late or partly prepared.

- Interviews (management team)

Respondents are knowledgeable about SHRP and admit the importance for the organisation. The need for a strategic tool was communicated by the managers to the personnel department. Not all respondents believe in the surplus value of SHRP on the long-term but in general, SHRP and the tool are received positively. SHRP has not received much informal attention in any day-to-day meetings while at the same time, none of the managers are informed about the time-path of the implementation process. Communication and involvement of the stakeholders should be done and achieved at the very first start of the implementation process. Most respondents agree on the surplus value of giving a presentation to the employees about SHRP and the tool. The opinion of the managers on the role division differs clearly. Some only mention a role in participating in the interviews with interMaction as others describe their role as stimulators of the tool. According to the respondents, the role of the personnel department was described as supporting, facilitating, administrative, analysing, adjusting and as the initiator of the process. Finally, the A+O Fund Municipalities has played a meaningful role in choosing for SHRP and implementing it with the tool of interMaction as costs are compensated.

Recommendations

The following recommendations concern the successful implementation of SHRP while keeping in mind the role of the stakeholders.

Timely involvement stakeholders

- All stakeholders should be involved from an early stage of the implementation process to strengthen motivation and conviction. This involves regular updates from the constructed project group.

Time horizon

- Maintain time horizon of 3 to 5 years.

Time frame

- Yearly execution of SHRP simultaneously with annual plans.
- Provisional updates when flows change.
- Evaluation in one year time of SHRP and corresponding tool.

Project group

- Lead actual application of SHRP when implemented.
- Create clear role division at the start of the innovation implementation for the project group and managers.
- Agree on initiator process and project responsible person / assign a dedicated group leader for the project group.
- Regular communication on information by the project group.
- Select mixed group of people for the project group to gain organisational wide acceptance.

Functioning tool

- Effectiveness tool should be evaluated.

HRM processes

- Link existing HRM processes to the SHRP tool.
- Yearly evaluation of personnel file per individual, team and department.
- Execute talent scan within two months' time.

Manuals and guidelines

- Personnel department / project group should create manuals and guidelines on the implementation of innovations.
- Make use of guidance of interMaction in combination with agreements on communication and roles of all participants.

Role top hierarchy

- Hire/develop managers who are flexible in approaching new situations to positively adapt to future conditions and responding to this by unconditional management support to the innovation and the organisation.
- Possess inspired and broadly oriented managers with unconditional motivation and support for innovative processes.
- Point out one end-responsible manager.
- Keep innovations as uncomplicated as possible.

Relevance of the research

All recommendations are generalizable to other (municipal) organisations. The implementation approach gives new insights for researchers who are exploring ways to effectively implement strategic human resource planning. The combination of tools with which SHRP is implemented at the municipality of Winterswijk, has not been described in literature before which makes this thesis provide a practical and innovative view on today's situation. Even though a small amount of interviews has been conducted, in combination with the observations, validity goes up.

The recommendations provide information on the successful application of strategic human resource planning at the municipality of Winterswijk and how future innovative processes can be best approached. Presented findings and recommendations can assist other organisations in tackling this process.

Table of content

Management summary	v
Table of content	ix
List of Figures	xiii
List of Tables.....	xiii
1.Introduction	1
1.1 The organisation	1
1.2 Environmental changes	1
1.3 Strategic human resource planning	2
1.4 Vlootschouw.....	3
1.5 interMaction and tool	3
1.6 Project group	4
1.7 Financial means; A+O Fund Municipalities	5
1.8 Time to complete the innovation.....	5
1.9 Role division	5
1.10 Problem definition.....	5
1.11 Research goal	6
1.11.1 Research objectives	6
1.12 Research questions	6
1.13 Research approach.....	7
2.Implementation theory on strategic human resource planning.....	8
2.1 History strategic human resource planning	8
2.2 Planning models and techniques	10
2.2.1 Markov chain model – Push model.....	11
2.2.2 Semi-Markov model.....	12
2.2.3 Renewal models – Pull model.....	12
2.2.4 FORMASY.....	12
2.2.5 Mixed push-pull model	13

2.2.6 Vlootschouw.....	13
2.2.7 HR3P matrix.....	13
2.2.8 IDU Matrix.....	14
2.3 Implementation of strategic human resource planning	14
2.4 Strategic human resource planning; innovation or change management.....	16
2.5 Effective implementation of SHRP; role stakeholders	20
2.6 Resistance to change	22
2.7 Summary and conclusion of implementing SHRP.....	23
3.Methodology	27
3.1 Research approach.....	27
3.1.1 Observations.....	28
3.1.2 Document analysis	28
3.1.3 Interviews	28
3.2 Data collection.....	30
3.2.1 Observations.....	30
3.2.2 Document analysis	30
3.2.3 Interviews – guidebook	31
3.3 Data analysis	33
3.4 Reliability.....	33
3.5 Validity.....	33
3.6 Conclusion.....	33
4.External and internal analyses.....	34
4.1 External analysis	34
4.1.1 Sociocultural conditions.....	34
4.1.2 Technological conditions	38
4.1.3 Economic conditions	38
4.1.4 Political conditions.....	39
4.1.5 Summary/conclusions external analysis; importance implementing SHRP	40
4.2 Inflow, through-flow and outflow	41
4.2.1 Inflow	41

4.2.2 Through-flow	42
4.2.3 Outflow.....	42
4.2.4 Outflow by educational level	44
4.2.5 Outflow according to age and gender	45
4.2.6 Expected outflow from retirement	45
4.2.7 Summary inflow, through-flow and outflow analysis.....	46
4.2.8 Conclusion flow analysis and importance of implementing SHRP	47
4.3 Internal analysis.....	47
4.3.1 Mission and vision	47
4.3.2 Monitoring knowledge and competencies.....	48
4.3.3 Talents in the organisation	49
4.3.4 Employees satisfaction research.....	49
4.3.5 Rejection of tasks	50
4.3.6 Summary/conclusions internal analysis and importance implementing SHRP	50
5.Findings observations, documents, and interviews	51
5.1 Findings observations.....	51
5.2 Findings document analysis	52
5.3 Findings interviews	52
5.3.1 Involvement and motivation.....	52
5.3.2 Communication	55
5.3.3 Role division	58
5.3.4 Resistance to change	59
5.4 Summary and conclusion	60
6.Conclusions, recommendations and discussion	62
6.1 Successful implementation.....	62
6.2 Municipality's conditions for implementation.....	63
6.2.1 Conclusions observations	64
6.2.2 Conclusions interviews	65
6.2.2.1 Involvement and motivation.....	65
6.2.2.2 Communication	66

6.2.2.3 Role division	67
6.2.2.4 Resistance to change	68
6.3 Recommendations	69
6.3.1 Timely involvement stakeholders	70
6.3.2 Time horizon	71
6.3.3 Time frame	71
6.3.4 Project group	71
6.3.5 Functioning tool	72
6.3.6 HRM processes	72
6.3.7 Manuals and guidelines	73
6.3.8 Role top hierarchy	73
6.4 Discussion and limitations of the study.....	74
6.4.1 Choice respondents	74
6.4.2 Change in municipality's role	74
6.4.3 Research method	75
References	76
Appendix A - Organisational flowchart	82
Appendix B - Example Vlootschouw	86
Appendix C - Questionnaire.....	87

List of Figures

<i>Figure 1</i> - Process of development and implementation of SHRP.	10
<i>Figure 2</i> - Predicting implementation outcomes (Choi & Chang , 2009, p.247).....	23
<i>Figure 3</i> - Conceptual model.	32
<i>Figure 4</i> - Age distribution countrywide of employees working at Dutch municipalities ..	41
<i>Figure 5</i> - Age distribution within the municipality of Winterswijk, 2011	41
<i>Figure 6</i> – National outflow according to age and gender	51
<i>Figure 7</i> - Summary recommendations.....	76

List of Tables

Table 1 – Practical approach to SHRP	22
Table 2 - Summary instruments SHRP	30
Table 3 – Respondents background information.....	36
Table 4 - Amount of HBO graduates in the Netherlands 2009-2011.....	43
Table 5 - Outflow numbers forecast.....	49
Table 6 - Amount of employees flowing out of the organisation	49
Table 7 - Outflow reasons and amounts	50
Table 8 – Outflow prognosis 2012-2016.....	52
Table 9 - Inflow, through-flow and outflow for the municipality of Winterswijk, 2011.....	52
Table 10 - Winterswijk compared to similar sized municipalities 2009-2011	53
Table 11 – Findings involvement and motivation.....	58
Table 12 – Findings communication	62
Table 13 – Findings role division.....	64
Table 14 – Findings resistance to change.....	65
Table 15 – Observations compared to practice	70
Table 16 – Conclusions involvement and motivation.....	71
Table 17 – Conclusions communication	72
Table 18 – Conclusions role division	73
Table 19 – Conclusions resistance to change.....	74

1. Introduction

Strategic human resource planning (SHRP) is becoming an important subject within organisations. A growing amount of organisations underline the benefits of a strategic organised personnel file where flows of personnel are controllable and predictable. A long-term strategic vision can assist in timely dealing with future opportunities and threats. The study which is presented in this thesis is conducted for the municipality of Winterswijk which is facing upcoming internal and external changes. The municipality of Winterswijk is requesting information on the possibilities of implementing strategic human resource planning for the beginning of 2014. There are possibilities for subsidy by the A+O Fund Municipalities (Arbeidsmarkt- en Ontwikkelingsfonds Gemeenten) when making use of their contacts specialised in guiding the SHRP implementation process. To be able to timely react to the upcoming changes and to have a sufficient number of qualified personnel in the future, adaptations to the personnel file should be made to make it strategic. The following paragraphs starts with a short introduction of the organisation, followed by a summary of the upcoming changes. After that, SHRP is described continued by descriptions of the Vlootschouw, interMaction and the tool, the project group, the A+O Fund Municipalities, time to complete the innovation and the chosen role division. Finally, the problem definition, research goals, objectives, and research design are presented.

1.1 The organisation

Winterswijk is located in the region of the Gelderse Achterhoek, nearby the German border. Around 29.000 citizen are spread over Winterswijk and its nine villages: Meddo, Huppel, Henxel, Ratum, Brinkheurne, Kotten, Woold, Miste and Corle. With a surface area of 13.800 acres, Winterswijk is one of the larger municipalities of the Netherlands. In all probability, the village of Winterswijk is at least 1000 years old. The municipality of Winterswijk is a serviceable organisation with 186 civil servants, 1 mayor, 3 city council members, 21 local councillors, and 3 registrars as by 01-01-2013. This totals up to an amount of 153,72 Fte (full-time equivalent). The organisation is an ambitious organ where the main focus lies on its clients consisting of citizen, companies, and employees. The aim of the municipality is to deliver quality in the areas of life, living, and work to the citizen and companies of Winterswijk. See Appendix A for an organisational flow-chart.

1.2 Environmental changes

To start with, the role of municipalities in the society changes. The work processes have to be effective and efficient, tailor made to what the client, management, and Board needs. Because of the administrative agreement (Bestuursakkoord 2011-2015) tasks of the state are getting siphoned to municipalities. Because of the future retirement of the baby boom generation a shift takes place in the employee directory and other roles arise in the organisation because of 'the new way of working' (Het Nieuwe Werken). These developments and the interaction with the environment ask for a recalibration of the way in which the municipality gives shape to the personnel file.

Since 2010, the plans for the cuts in budget are announced, this has shown in the beginning of 2011. A start was made with cuts in expenditures to diminish costs like the reduction in hiring external employees. For 2014, 80% of the municipalities expect a further reduction of the formation of 7,5% on average (A+O fonds gemeenten, 2011, p. 7). Within the municipality of Winterswijk, cuts in budget have resulted in flanking measures which have stimulated people to change jobs, leave the organisation or diminish work activities. Because of this natural tendency it is endeavoured to realise the cuts in budget. Since 2011, there is economised for € 227.920 (Gemeente Winterswijk, 2011). Flexibility and broad serviceability are therefore important factors as tasks have to be performed by less employees. There are also changes coming from the central government playing a big role in the tasks which are directed at the municipality. Working together with other municipalities is necessary to cover overall processes to save costs, time and improve quality. An example of this are Social Services, the fire-brigade and the ODA; environment services Achterhoek (Omgevingsdienst Achterhoek). Within all these cooperation's, services of varied municipalities are bundled. In the years 2017 and 2018 a large outflow of employees for the municipality of Winterswijk is expected. About 5 to 10 employees will flow out per year as they go into retirement. This will result in the withdrawal of certain jobs as some functions have become redundant. Some of these jobs have to be filled out by newly hired personnel. Knowledge will have to be transferred to new employees. At the same time, as organisations throughout the Netherlands have to economise, less young adults can gain work experience as job vacancies disappear. This in turn leads to less skilled people on the labour market which results in a longer search for the right employees. This large outflow also means that it is important to motivate the current employees so that they are satisfied and proud employees where the municipality profiles herself as a good employer. All these changes ask for a strategic long-term approach to the current personnel file.

1.3 Strategic human resource planning

Strategic human resource planning (SHRP) is an instrument focused at achieving the right personnel file through analysing the organisations' internal and external environment and by timely responding to changes. Quality and quantity of the personnel file can be adapted through educating current employees, through stimulating through-flow and outflow or by hiring new employees. The personnel file is the present database with employee information which is consulted for necessary analyses. Through analysing, gaps can be detected between the current situation and the future desired situation. The detected gaps should lead to recommendations concerning the achievement of HR and organisational goals to reach the company's strategy. This will lead to the measurements to have the right amount of people at the right place in the organisation. With the implementation of SHRP, the municipality will develop a strategic view on their personnel file. With analyses of the gathered information, shortages or surpluses in employee competencies will show. This shows which employees could be moved from one position to another, who is doing extremely well, and which employees are underperformers. For this approach, internal and external changes should be used as a basis for timely preparing employees to move between jobs.

Employee motivation is stimulated by looking at employee capabilities and knowledge needed for the job and how this resembles the actual situation. Choices can be made about offering training and education or promotional possibilities horizontally or vertically. In the end, when actively applying SHRP, the municipality is able to timely respond to changes by maintaining a long-term view on the personnel file and the organisation's goals. This research gives information and advice on SHRP and the implementation possibilities for the municipality of Winterswijk. The combination of consulted literature with the situation that the municipality is in at the moment, provides a clear image on which decisions the municipality should take to achieve an effective implementation process.

1.4 Vlootschouw

The personnel department has been aiming at conducting the Vlootschouw every year. In previous years this has not always been executed because of practical reasons. In the years 2009 up to 2011 the personnel with striking positive and negative results were examined. This included employees who needed to change jobs soon. There were three management team gatherings needed to discuss all the results of the Vlootschouw of 2010. The Vlootschouw in 2011 only involved employees of 50 years and older. With the Vlootschouw, the municipality tried to get insight in the qualities, developmental issues and job possibilities of employees. This includes examining the functioning, development, ambitions and growth potential of employees. Results from the Vlootschouw lead to the extra attention for employees who are soon going to change jobs because of varying reasons.

1.5 interMaction and tool

The municipality has chosen for an advisory company to give shape to SHRP by a tool which guides the implementation process. This will assist the organisation in reaching a higher level of HRM in the organisation and makes the organisation work more effective and efficient. The company interMaction is an expert in gathering, analysing, and translating HR data to make it measurable. Their HR expertise areas are; research, advice, training and coaching, and interim HR (interMaction, 2013). Their task is to implement a SHRP tool with which the municipality can handle its own personnel file in a strategic and effective way. This tool consists of a Vlootschouw, HR3P matrix (Human Resource Performance Potential Portfolio), and an IDU (Instroom, Doorstroom, Uitstroom) matrix, to give insight in the current situation the municipality is in, what the future demands are for the personnel file, which talents are present within the company and possible developmental issues. It will provide a link with the existing personnel data information system to be able to: 1) develop employees, 2) evaluate HR processes (inflow, through-flow and outflow), 3) evaluate employees, and 4) evaluate organisation's actions. Eventually, evaluation by the means of this tool can be done on individual, team- and organisational level and can be accessed by the personnel department and the managers. The tool will be shaped by the project group further explained in Paragraph 1.6. The tool will be filled with information gathered through interviews with the management team, conducted by interMaction. The tool consists of so called labels which are filled in by the project group. Through the use of colours and numbers, the score per employee can be evaluated.

Possible comments can be added which results in an average score. This will be combined with the HR3P matrix which scores employees on performance and potential. This way of monitoring personnel gives a clear view of who are the talents of the organisation and who need further development. Teams can be evaluated and missing characteristics and talents can be recruited or internally moved to strengthen teams, and in the end, the organisation in achieving her goals. Also, a talent scan will be executed. This involves a fifteen minute questionnaire about educational level and courses achieved, work experience, possible voluntary work/activities, personal interests, competencies, ambitions etcetera. This is included in a digital questionnaire which can easily be linked to the SHRP process because both are created in an excel file. When all analyses are executed, quantitative analyses can be extracted from the new information system. This can include analyses about age distribution, inflow, through-flow and outflow and scenarios about team formation and which characteristics each team possesses. After actions are taken, the organisation can meet her goals and can fulfil the organisations' strategy in the broadest sense possible. Figure 1 pictures the developmental process of designing and implementing the SHRP process.

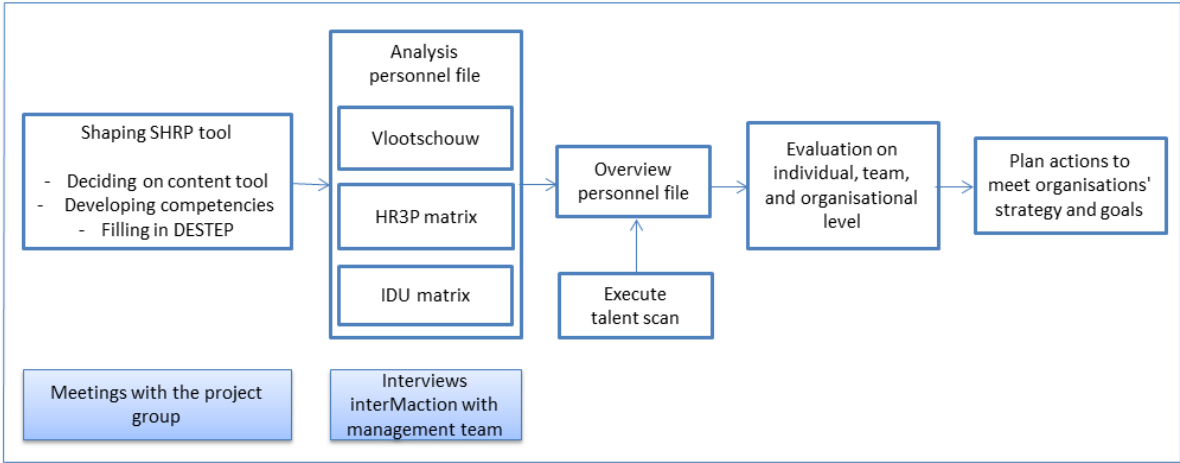


Figure 1 - Process of development and implementation of SHRP. Adapted from guidelines interMaction.

The viewing of employees should be seen as a part of the eventual judging of employees by employee evaluation conversations. The outcomes of the tool form a basis but are not results standing by themselves and therefore need to be supported by managerial judgment shared with the employees themselves to draw eventual conclusions. See Appendix B for an example of the tool.

1.6 Project group

To be able to guide the implementation process, a project group is structured with two employees from the personnel department (one person at strategic level and one person concerned with data processing). Also, the manager of the personnel department is involved, the representative of interMaction and myself, to give shape to the chosen tool and the fulfilment of the interviews conducted by interMaction.

With this composition, the project group wants to achieve active communication toward the management team and in this way accomplish top hierarchy's involvement, motivation and commitment. Regular meetings are scheduled to optimise communication and achievements.

1.7 Financial means; A+O Fund Municipalities

The A+O Fund Municipalities is a small, flexible and agile organisation which is concerned with broad areas on the labour market, education, organisation and participation. The fund develops and collects knowledge which is applied for effective support of customer groups in the decentralised governmental sector. This also involves in-house or externally developed products and instruments to financially and organisationally support innovations which are interesting for the sector. Because of the support of the A+O Fund Municipalities, the municipality of Winterswijk was able to implement strategic human resource planning without making large expenses.

1.8 Time to complete the innovation

At the beginning of the implementation process, the aim was to implement strategic human resource planning at the end of 2013. Starting in April 2013, there were nine months in total to implement the innovation. There were no exact details on how many meetings had to occur. Therefore, the project group was created to model through the process. The eventual talent scan which will complement the tool is planned for about one month after the actual implementation.

1.9 Role division

Apart from the active involvement of the employees of the personnel department, the role of the managers is extremely important. Their role is to complement on existing (basic) data by supplying information on personal experiences with the personnel in their teams. This is called the examination process which is conducted by interMaction and supported by the personnel department. Apart from this contribution, managers play an important role in sharing information between departments and stakeholders and the external party. This includes the managers, the personnel department and the contact person from interMaction. The role of the personnel department is of informing and motivating nature to prepare the organisation for the implementation process and the benefits that come along. The personnel department will guide the implementation of SHRP by planning meetings between the organisation and interMaction and by starting the introduction phase by supplying basic personnel data.

1.10 Problem definition

The research problem consists of the lack of a complete personnel file with which a long-term vision can be created to anticipate to future changes. At the moment, the personnel file is not completed with employees scoring on needed competencies per job profile. This information adds to the employee file as well as an update on the basic employee details. In combination with the changes coming at the municipality, the question arises if there are enough qualified employees present in the organisation for the coming years to cover all tasks and to achieve the organisation's strategy.

The municipality of Winterswijk requires insight in her personnel file to develop and adjust Human Resources (HR) policies and instruments. The implementation of strategic human resource planning will assist the organisation in achieving these goals and needs regular updates to achieve an integrated and fully accepted long-term view on the organisation.

1.11 Research goal

The purpose of the current research is to provide the municipality of Winterswijk with grounded information on the implementation possibilities of strategic human resource management. This includes information on conditions for making the implementation of an innovation a success, in this case for the implementation of SHRP but in the future for other innovative processes.

1.11.1 Research objectives

The objectives of this thesis are:

- Investigate possible personnel planning methods to create a strategic vision.
- Examine conditions for making the implementation process a success.
- Map future internal and external changes.
- Formulate recommendations on the implementation of SHRP and future innovative implementation processes.

1.12 Research questions

This thesis starts with answering the first research question;

“Which strategic human resource planning methods exist, and which are applicable for the municipality of Winterswijk, keeping in mind internal and external developments?”

After several months, the municipality decided to implement strategic human resource planning by the means of an assisting tool to be able to timely respond and deal with all the coming changes. This tool combines several strategic human resource planning methods including the Vlootschouw, the HR3P matrix, the IDU matrix and in the end a talent scan. The tool is created by the company interMaction which also guides the municipality through the introduction and implementation phases. After the choice made for interMaction and the tool, this research focused on creating a profound image on the conditions necessary for making the implementation of SHRP a success. One of the most important conditions that came up was the role of the stakeholders. Therefore, this second research question came into existence;

“How can stakeholders of the municipality of Winterswijk contribute to the successful implementation and usage of strategic human resource planning?”

The following sub-questions guide the answering of the research questions;

- What is strategic human resource planning and which methods exist? (Ch. 2)

- Which conditions should be met to make the implementation procedure a success? (Ch. 2)
- What type of research should be applied to investigate stakeholders' roles during the implementation process? (Ch. 3)
- What are the coming internal and external developments, and what actions are necessary to timely respond? (Ch. 4)
- What is the surplus value of implementing SHRP at the municipality of Winterswijk and what role is expected of the stakeholders? (Ch. 5)

1.13 Research approach

Within this case study, further described in Chapter 3, research is conducted on the characteristics of personnel planning methods and how these can benefit the municipality of Winterswijk in approaching the personnel file. This is followed by the implementation approached as an innovation and as change management. This results in conditions essential for the municipality of Winterswijk. One of the most important factors playing a significant role in making the implementation a success is the group of stakeholders.

The aim of implementing SHRP is to achieve a long-term organisational approach to meet goals and strategies while positively responding to internal and external changes which are dominating the decentralised government. To answer both research questions, observations are done followed by qualitative research consisting of interviews. This qualitative research follows the steps of Baarda, De Goede, & Teunissen (2000) whereby the research starts with selecting a clear research problem, selecting interviewees to gather data, conduct a participating observation, analysing data, followed by recommendations.

This thesis starts with theory described in Chapter 2 dealing with literature to ground answers to both research questions. From this chapter, conditions come up for successful implementation. Chapter 3 describes the research methods applied followed by Chapter 4 dealing with both the future external and internal changes. Chapter 5 presents the findings of the observations, document analysis and interviews covering all stakeholder groups. Chapter 6 is involved with conclusions to answer both research questions, followed by recommendations and a discussion on the limitations of the research. This concerns an evaluation on the way SHRP has been implemented, with what method, and what is advisable to do for the actual usage of SHRP and the implementation of other innovations in the future.

2. Implementation theory on strategic human resource planning

This theoretical chapter answers sub-question one and two. Kluytmans (1999) states that, without people we cannot build houses or fix cars. And because these resources are sustaining long-term assets, there is a need to train and maintain them. In this chapter, the history and origins of strategic human resource planning are described followed by implementation methods. After that, the SHRP process is exemplified by listing the most common (strategic) human resource planning modelling techniques. These techniques, advantages and disadvantages are listed to comment on the pros and cons for applying these techniques at the municipality of Winterswijk. Finally, in the second part of this theoretical section, the implementation of SHRP is described as an innovation and as change management. Thereby, the conditions which are necessary to successfully implement SHRP and exemplified. Finally, resistance to change is described.

2.1 History strategic human resource planning

In the early years, people were not familiar with the term strategic human resource planning. The importance of planning personnel was known as manpower planning and came to existence in the late 1950's, begin 1960's when there was a shortage of employees on the labour market. This resulted in the demand for skilled employees and the managing of already employed personnel. To start with the earliest description, manpower planning has been described as a process consisting of three elements. First of all, the prediction of the future demand for manpower, secondly, the prediction of the future supply of manpower, and finally, it looks at policies to reconcile any differences between the results of the first two characteristics, often known as "closing the manpower gap" (Department of Employment, 1974). Walker (1968) defines manpower planning as 'the rather complex task of forecasting and planning for the right numbers and the right kinds of people at the right places and the right times to perform activities that will benefit both the organisation and the individuals in it'. According to the Department of Employment (1974) manpower planning could be defined as 'A strategy for the acquisition, utilisation, improvement and retention of an enterprise's human resources'. Being able to predict the demand for personnel, just as the size of the available offer of personnel was an important stimulus to further develop personnel planning models (Evers & Verhoeven, 1999). By the mid-1960's, a study of personnel departments found that 96% of corporations had a dedicated manpower planning function (Cappelli, 2009). The idea behind this function was that the supply of talent was within the company's control. The peak of manpower planning was probably a late 1960s model called MANPLAN, which attempted to model the movement of individuals within a career system by including in the forecasts; individual behaviour and psychological variables such as worker attitudes and aspirations, the practices of supervisors (appraisals, compensation arrangements, practices for employee transfers), the group norms in place in the workplace, and the situation in the labour markets. Tools came into practise to respond to the emerging demand for personnel and a strategic view became vital. Years later, the developed knowledge was put into practice through the introduction of computer programs which led to neatly arranged data.

This was only applied in larger organisations and as today, still many organisations reject to see the importance or have not been able to implement strategic personnel systems. Later on, the term ‘human resource planning’ emerged at around the same time as ‘human resource management’ and described a more up-to-date way of manpower planning. Some authors argue about the meaning of the two terms. According to Bramham (1989), in manpower planning the manager is concerned with the numerical elements of forecasting, supply-demand matching and control, in which people are a part. In human resource planning the manager is concerned with motivating people – a process in which costs, numbers, control and systems interact to play a part (Bramham, 1989, p. 147). A better approach is the combination of the two terms by adding the qualitative elements of human resource planning and the quantitative elements of manpower planning resulting in the following definition; “human resource planning is the process for identifying an organisation’s current and future human resource requirements, developing and implementing plans to meet these requirements and monitoring their overall effectiveness” (Beardwell, Holden, & Claydon, 2004, p. 159). In the 1970’s and 1980’s the interest in personnel planning declined as the focus moved from recruiting staff to increasing productivity with the means at hand. After the recession ending in the 1980’s, companies were overwhelmed with talents who wanted to work for their organisation. Because planning was not one of the general tasks, cuts were made instantly and forecasts were not made (Cappelli, 2009). One step further is ‘personnel planning’ which, according to Evers and Verhoeven (1999) is the process of shaping and implementing strategic policy around the inflow, through-flow and outflow of personnel and therefore, comparable to human resource planning.

Human resource planning is an element of human resource management (HRM). It involves processes evolving around the attraction, retention and education of employees. Other elements included are recruitment, selection, rewarding, motivating and training of personnel. First of all, Paauwe (2004) argues that “human resources are something more than just ‘resources’ (p. 3). According to him human resources are “active individuals with past experiences, internalised values, and norms that are not necessarily those of the employing organisation” (p. 3). According to Cornelius, (2001) ‘human resource planning’ can be defined as securing a workforce (from labour markets outside and within the organisation) with the appropriate skills, knowledge and expertise, while maintaining adequate levels of staffing in the short and longer term in the light of internal promotions and increases or decreases in employee numbers associated with, for example, expansion, downsizing or retirements” (p. 147). Cornelius (2001) links HRP directly to achieving strategic objectives by for example measuring how employee performance contributed to the high satisfaction rate of clients. In this way, performance management can be further developed. This leads to the measuring of improved results of the organisations performances and the achievement of goals and objectives. Human resource planning can be outlined as the process of the preparation of a coherent whole of decisions with regard to future activities, focused at the realisation of certain objectives with selected tools. A human resource plan is the method to balance the needs between the organisation and the employee and answers questions about what the personnel file should look like.

This includes how jobs are described in terms of tasks and responsibilities, who should do what, what types of employees are present in the organisation, and who is still needed to complement to the personnel file. Eventually, human resource planning is a part of the strategic goals and policy of an organisation and strives to make personnel planning as efficient and effective as possible.

Then there is the definition ‘Strategic human resource planning’. Adding the word ‘strategic’ to human resource planning which is about achieving a fit between organisation and environment, or developing a course of action for achieving an organisation’s purpose (De Wit & Meyer, 2010). According to Nkomo (1988) strategic human resource planning may be generally defined as the process used to establish human resource objectives, to develop strategies for attaining objectives and to identify policies governing the acquisition, utilisation, development and maintenance of human resources. Here there is a link made with the strategic part present in human resource planning. Its focus is on the relatively long-term, about three to five years with the aim to determine what amount of personnel with what characteristics is needed to meet future strategic objectives and goals and to be able to adjust to internal and external changes (Evers & Verhoeven, 1999; Nkomo, 1988).

According to Evers & Verhoeven (1999), the strategic aspect perfectly fitted to the original personnel planning as organisations started to force back insecurities and started to respond to the need for personnel and therefore designed and worked with human resource planning models. All these descriptions lead to one overall definition which will be used throughout the rest of the report;

‘Strategic human resource planning is about achieving a fit between an organisation and her environment through analysing the quantity and quality of its personnel, and through analysing the existing human capital gap to be able to accomplish human resource objectives and strategies, and in the end to respond to organisation wide strategic goals’.

Today, the importance of human resource planning has come to the attention again as organisations are willing to fill the gap between labour demand and labour supply. On the labour market, there is a surplus of people looking for a job because of the recession and the cuts in budget. Many people are now eager to make money even below their educational level as they apply for all jobs which they could possibly fulfil. The people who do have a job should become more flexible in terms of executing their job as more is asked of the employees present within the organisation.

2.2 Planning models and techniques

Until recently, researchers have examined manpower planning techniques which have been applied throughout the years. One of the essential components of a manpower planning system is manpower forecasting – the process of anticipating the future size and nature of the manpower force (Bryant, Maggard, & Taylor, 1973). “Manpower planning techniques have become an essential tool for the modern manager, especially in a climate of economic recession and government cut-backs” (McClean, 1991, p. 179).

Bryant, Maggard, & Taylor, 1973; Dimitriou & Tsantas, 2009; Guerry & De Feyter, 2011; Price, Martel, & Lewis, 1980; Purkiss, 1981 have done an excellent job in displaying many manpower planning techniques. All authors created their personal selection of most practical techniques. All the techniques are of a descriptive nature and vary in which way the internal flow runs. To be able to make decisions about recruitments, layoffs, and retraining the workforce, “the personnel manager should have a notion of the available personnel in the future” (De Feyter, 2007, p. 25). This is also influenced by employees developing their skills within the organisation and in this way can handle a broader range of tasks or higher position within the organisation. Within manpower planning, manpower stocks are divided into factors of age, length of service, grade, sex, qualification and location (McClellan, 1991). These stocks are then laid next to internal flows like recruitment, promotion, wastage or for example demotion. It is expected that the manpower planner makes a prediction based on current stocks to evaluate future stocks. Predicting the future is then the aim of manpower planning with the underlying necessity of controlling flows within the organisation to eventually achieve the desired situation. Manpower planning involves a long-term view and according to De Feyter (2007) it is obvious that the manpower planner should take into account the effects of its recruitment strategy on other aspects like future opportunities, financial consequences, ethical or psychological problems. According to Ward (1987) “the difficulty with manpower resources is that employees cannot be directed and controlled in the predictable way that financial and material resources can be” (p.88). Ward (1987) also depicts how manpower models can help personnel managers deal with key issues like; 1) the organisation’s ability to expand or contract its work force; 2) the long-term effects of employee turnover; 3) likely shortages of skilled employees; 4) oversupplies of particular types of employees; 5) promotion policies; and 6) the number and mix of future recruits (p. 89). Organisations which should be focusing on these outputs should have some characteristics in common which prove that they are needing corporate manpower planning models. Organisations should have a large amount of employees, have a well-defined hierarchy, they should offer careers for life and should provide internal training and development of employees’ skills to acquire suitable high-skilled staff (Ward, 1987). If observations are frequently held, effort needs to be done to convince managers of the added value of manpower planning. The following models aim at describing the entire manpower system and predicting future situations. This paragraph describes the mentioned models as ‘manpower planning models’ as they originate from the early years and do not all have a strategic character.

2.2.1 Markov chain model – Push model

Markov chain models can come into practise when proportions are assumed to be probabilities (McClellan 1991; Purkiss, 1981). They are called push models “since the state vector at a particular point in time is determined by the number of people ‘pushed’ from the previous state vector into the various states by the Markov matrix” (Price, Martel, & Lewis, 1980, p. 640). This means that it is assumed that the dynamics of a workforce are predictable and that it is pushed into a certain direction by the Markov model. The grades of the manpower model are described as states within the Markov chain. Flows of personnel are used as the input for the model to be able to analyse flow structures for the future.

According to Ward (1987), “the manpower structure at the end of a time period is calculated from the initial structure by applying the matrix of transition probabilities and adding any recruits” (p.90). One thing the model doesn’t keep in mind is the number of vacancies available (Ward, 1987). The Markov model owes its popularity to the ease of use and its straightforward character (McClean, 1991). “Markov chain models (just like simulation models) model individual time periods and calculations can simply be repeated as often as necessary to cover the planning period” (Ward, 1987, p. 89).

2.2.2 Semi-Markov model

The semi-Markov model is an extension of the Markov chain model and is a more flexible tool and “allows the inclusion of number of desirable features, but tends to be mathematically intractable” (McClean, 1991, p. 187). Estimates of the semi-Markov model are used to predict future stock sizes based on current stock based on people moving from one state to another. This can result in a simulation model for the manpower system to function as a management tool (McClean, 1991). The semi-Markov model estimators which are applied in a Markov framework, and therefore the semi-Markov model is an approach which combines flexibility and computability.

2.2.3 Renewal models – Pull model

Renewal models come into existence when flows in the Markov model are derived from pulls instead of pushes. For example promotions are occurring because of vacancies in higher grades within the organisation (McClean, 1991, Purkiss, 1981). These vacancies result from wastage (including retirement), expansion and promotion and should be fulfilled by employees functioning at lower levels in the organisation or through recruitment (Ward, 1987). The Renewal model assumes that vacancies are fulfilled by internal staff and in this way fills vacancies by employees moving from one job to another resulting in a pull-flow. Compared to the Markov model, the Renewal model also deals with flows of people moving internally from job to job. These pulls are described by Renewal models “which consider the times of successive occupancies of a job to constitute a renewal process” (McClean, 1991, p. 182). Ward (1987) describes Renewal models as a way to produce a scenario of the future manpower structure which is easy to interpret, is flexible in use but requires large amounts of data input which have to be calculated by complex mathematical calculations.

2.2.4 FORMASY

FORMASY is a combination model of both Markov and Renewal models. According to Verhoeven (1981) is the manpower planning system called FORMASY the answer to the growing need for medium to long term forecasting of personnel. This system ‘presents forecasts concerning the evolution of the personnel strength and makes it possible to assess the impact of alternative policies’ (Verhoeven, 1981, p. 341). The model helps to detect gaps between current situation, the future availability of employees and future requirement for personnel. It starts with classifying employees into classes (so called ‘states’) followed by the production of forecasts made of future personnel strength, “based on the transitions fractions between classes, the number of recruits and the actual manpower strength in each state” (Verhoeven, 1981).

Also other factors like educational level or qualification can be included in the system. Other than in earlier mentioned models, the factor 'age' is used to predict future retirements and exact outflow numbers. Through the application of a computer program several output can be requested. To start with, expected manpower strength can be predicted, if inserted specified in the regarded characteristics as education, qualification, grade age, etc. The actual and future age distributions can also be requested per grade combined with numbers of promotions, recruitments, retirements, and turnover, for each grade in the planning period requested. The system can also give insight in development of careers, salary costs, and recruitment planning, as mentioned in Verhoeven (1981).

2.2.5 Mixed push-pull model

Because there might be several reasons within an organisation for promotion of employees, both push and pull models can be combined with each other. Pull flows exist when employees fulfil vacancies at higher levels of the organisation through promotions and push flows exist when other reasons for promotions occur. This might be done to motivate employees to be able to keep them in the organisation. According to the pull model, vacancies are fulfilled by promotions or external recruitment. Push promotions are possible when the amount of people who had the opportunity to promote after all vacancies at higher levels were fulfilled is too small (De Feyter, 2007). This mixed model assumes that both push and pull flows can be executed at the same time (De Feyter, 2007). There are many authors who have developed their own push-pull model, for example Van Veen et al. (2001) and Georgiou & Tsantas (2002) have created their own extended models with the latter model based on a Markov chain model.

2.2.6 Vlootschouw

The strategy of the organisation needs certain qualities, roles, and skills from her personnel to realise its goals. Planning and directing these factors is part of the Vlootschouw. Personnel planning, qualitative analyses, talent screening and development, training, handling lacking qualities per individual, team or organisation, and development of organisational performance are goals and outcomes of the Vlootschouw. Several models have been developed by authors, classifying employees to their qualities by grouping them as; rising stars, solid citizens, eager learners, and problem children (Breeveld, 2011). The model of Breeveld is the most common model applied in literature and has similar characteristics compared to the HR3P matrix as both models focus on performance and growth potential of employees. The Vlootschouw is a simple and uncomplicated tool but results are often subjective outcomes. The Vlootschouw can be extended by other tools to support and strengthen the value of the Vlootschouw. In this way, a talent evaluation scan can be added to define the organisational talents, to guide and train them and to monitor their flow through the organisation.

2.2.7 HR3P matrix

The Human Resources Performance Potential Portfolio (HR3P matrix) is a tool to calculate the internal offer of personnel through making a combination of performance and potential (Evers & Verhoeven, 1999).

There are four steps of the HR3P method; 1) determination of the extent of functioning, 2) determination of the development potential, 3) performing a background analysis, 4) choosing appropriate measurements. As the steps define, growth potential of employees plays an important role. The original model was developed by Evers, Van Laanen and Sipkens in 1993 (as seen in Evers & Verhoeven, 1999). The matrix consists of sixteen squares in which performance and growth potential of employees is scored. Employees can reach full potential, have growth potential based on the current job profile, can go up for promotion, or can be promoted. Based on the outcomes of the matrix, decisions can be made. Just like the Vlootschouw, the HR3P matrix is easy to apply and is not involved with complex calculations like for example the Markov model. Therefore it is a fast method to measure performance although outcomes stay subjective and it is a tool which can help to assist in reaching a strategic personnel planning.

2.2.8 IDU Matrix

The IDU: inflow, through-flow, and outflow (in Dutch; Instroom Doorstroom Uitstroom) matrix generates personnel information concerning internal flows (Evers & Verhoeven, 1999). Generally, a duration of a period is determined for which the matrix is going to predict how much personnel is going to flow through the organisation. It is a quantitative method which applies probability numbers to predict the chance that one employee moves from one job to another. In this way a profile arises on amounts of employees and occupation for the current situation but need for personnel in the future is not kept in mind. To expand this model with future focus on the need for personnel, extra columns can be added focused on future personnel occupation. The matrix can be adjusted and executed every year to keep the results reliable, if this is not done regularly results may not be up to date. The IDU matrix is just like the HR3P method a tool which assists in achieving a strategic personnel planning. Only relying on this model will not be sufficient which means that a combination of tools could be made.

2.3 Implementation of strategic human resource planning

Next to the previous presented models, a practical approach to implementing strategic human resource planning is described by several authors. These approaches could include methods or elements of methods presented in Table 1. The following mentioned authors give a clear view of how strategic human resource planning can be applied in a real-life situations.

Strategic human resource planning is essentially concerned with the demand and supply of personnel and the aim to detect and resolve existing gaps. To be able to implement strategic human resource planning, authors have examined the process and developed models as guidelines (Bramham, 1989; Armstrong, 2001; Gómez-Mejía, Balkin, & Cardy, 2004; Noe Hollenbeck, Gerhart, & Wright, 2007). Table 2 shows a summary of the models including characteristics. For example, the model of Bramham responds to the several phases. The first phase involves an analysis of the internal and external labour market. An organisation which develops a strategy to be better at gaining benefit from market developments than competitors has become an appealing organisation to shareholders, clients and employees (Evers & Verhoeven, 1999).

When these elements are analysed, the present supply and demand are being evaluated through forecasting techniques. This results in an imbalance of human resources and should be tackled by the application of HR tools involved with personnel planning. For example, recruitment and selection and retention should be evaluated and if necessary adjusted to the current situation. Also, training and development plays an important role just like reward. In the end, the implementation and control phase will establish the adjusted HR tools to be able to respond to the existing gap between supply and demand. It should be kept in mind that the strategic part behind the planning of human resources, is mainly determined by the guidance of the management (Kluytmans, 1999). The structure of Bramham is still a structure which is representative for the HRP process today. The model of Armstrong (2001) still shows elements of the 'hard' approach present in for example the balance between demand and supply forecasting. And it also focuses on the internal labour supply opposite to the traditional approach. Another approach to human resource planning is described by Gómez-Mejía, Balkin, & Cardy (2004) including two phases. Once these two factors have been examined, one out of three conditions are faced by the organisation. In all three scenarios, advice is given on how to approach the problem. For example, in case that labour demand exceeds labour supply, training and recruitment from outside is recommended. Planning human resources is necessary to meet future business objectives and to gain competitive advantage. To succeed in this, an internal analysis of the characteristics of the labour force is a must. Strengths and weaknesses should be mapped and the plan for the future of the organisation should be clear. Together, this will help make estimations for the size and the characteristics of the workforce. "Human resource planning compares the present state of the organisation with its goals for the future, then identifies what changes it must make in its human resources to meet those goals" (Noe, Hollenbeck, Gerhart, & Wright, 2007, p. 137). Outcomes may result in downsizing, training existing employees or hiring new personnel. Another approach to SHRP is the approach of Noe et al., 2007, three stages of the strategic human resource planning process are described (p. 138). The first phase is based on internal and external analysis and includes details about changes in technology and trends in the composition of the workforce. The second phase is based on the existing personnel file. This file is then adjusted by looking at changes expected in the near future like retirements, promotions and voluntary turnover. Having executed the analyses, it turns out that there is a labour surplus or shortage within the organisation. This can be examined per job category. According to Noe, Hollenbeck, Gerhart, & Wright (2007) the purpose of setting specific goals is to focus on the detected problem and to provide a basis for measuring the organisation's success in addressing labour shortages and surpluses. Per job category, numbers should show changes in the amount of employees present within the coming years and timetables should be linked to the made forecasts. Every goal should be linked to a corresponding strategy. Finally, the HR plan is implemented and evaluated.

Table 1 – Practical approach to SHRP

(S)HRP applied		
Author(s)	Description	Important elements
Bramham (1989) developed in 1975	Four phases of SHRP; analysis and investigation, forecasting, planning, and implementation and control.	Corporate capability, corporate strategy.
Armstrong (2001) "contemporary approach"	Complementation to traditional approach, focuses on "soft" side of HRP.	"Best practice" high commitment approach.
Gómez-Mejía, Balkin, & Cardy (2004)	Practical, 1) estimate labour supply, 2) estimate labour supply -> resulting in one of three conditions: 1) labour demand exceeds labour supply, 2) labour supply exceeds labour demand, 3) labour demand equals labour supply.	Advice given based on diagnosed condition.
Noe, Hollenbeck, Gerhart & Wright (2007)	Three stages; 1) forecast labour demand, 2) forecast labour supply 3) complementing stages 1 & 2 by looking at expected future changes.	Approach results in labour surplus or shortage.

According to Geurts et al. (1996), many classical models which estimate manpower numbers are not able to meet current environmental changes. They pursue the subjects of models only analysing quantitative numbers and the lack of attention for qualitative observations for example of development of potentials. Geurts et al. (1996) also agree on the fact that models are too complicated to be understood by managers which “asks for a high demand for data that are difficult to obtain and process” (p.11). When combining both the qualitative and quantitative models, both aspects can be illustrated and a strategic approach comes into practise.

2.4 Strategic human resource planning; innovation or change management

“Research on the implementation of organisational innovations is both labour intensive and rare” (Klein & Knight, 2005, p. 244). When looking at the implementation of innovations as change management, By (2005) writes “it can be argued that the successful management of change is crucial to any organisation in order to survive and succeed in the present highly competitive and continuously evolving business environment” (p.369). Downs & Mohr (1976) describe that “an innovation might be seen as minor or routine by some organisations but as major or radical by others” (p.704). According to Rogers (2003) innovation can be defined as “an idea, practise, or object that is perceived as new by an individual or other unit of adoption” (p.12). Within this process he defines stages of awareness, adoption, implementation, and routinisation. Klein & Knight (2005) describe an innovation as a product or practise that is new to its developers and/or to its potential users (p.243).

Then there is innovation adoption and innovation implementation, with the former as the decision to use an innovation and the latter the transition period during which individuals ideally become increasingly skilful, consistent, and committed in their use of an innovation. The difference between the two is important to remark, many organisations, groups and teams succeed in adopting an innovation but fail in successfully implementing it (Klein & Knight, 2005). According to Tidd & Bessant (2009), innovation is “the process of turning ideas in reality and capturing value from them” (p.19). This includes the steps of theoretical conception, technical invention and the final aspect of commercial exploitation. Trott (2008) describes innovation as “the management of all the activities involved in the process of idea generation, technology development, manufacturing and marketing a new (or improved) product or manufacturing process or equipment” (p.15). Choi & Chang describe that a managements’ clear and strategic vision is the success to effective implementation of an innovation.

For innovation to be implemented successfully, four types of resources are needed; material resources (physical and financial means), personnel resources (manpower), conceptual resources (knowledge and skills), and time resources (for transition and experimentation) (Clayton, 1997 as seen in Choi & Chang, 2009). Included in the factor of ‘knowledge and skills’ suggested by Clayton (1997), is collective learning which could move innovation implementation forward when creating an environment in which “employees eagerly engage in experimentation and risk taking” (Klein & Knight, 2005, p. 245). This process can lead to the generation and sharing of new ideas which in turn can make implementation progress smoothly. These steps lead to the second phase which is involved with “employees’ collective perception of the extent to which agency members as a group are capable of implementing the innovation” (adapted from Bandura, 1997, p.477 as seen in Choi & Chang). The third step in the process of Choi and Chang deals with employee reactions toward innovation (see Paragraph 2.3.3). The fourth and fifth phase are involved with the implementation and its benefits. The framework in Figure 2 (Choi & Chang , 2009, p.247) includes both implementation and innovation effectiveness.

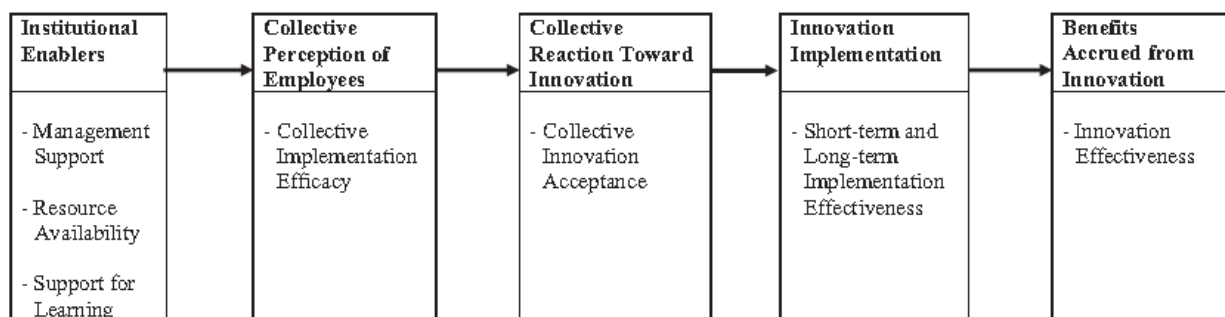


Figure 2 - Predicting implementation outcomes (Choi & Chang , 2009, p.247) Reprinted from “Innovation Implementation in the Public Sector: An Integration of Institutional and Collective Dynamics” by Choi, J. N., & Chang, J. Y., 2009 *Journal of Applied Psychology* vol.94 No. 1, 245-253.

The innovation process can also be seen as organisational change management, as successful management of change is described as “ the process of continually renewing an organisation’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers” (Moran & Brightman, 2001). Change, and change management can be both present at operational and strategic level. It is argued that organisational change cannot be separated from organisational strategy and because of the importance of managing organisational change its management is becoming highly important (Senior, 2002 as seen in By, 2005). Leading organisational change has even become one of the primary tasks of management. Luecke (2003), suggests for change management to be effective, a situation is needed where organisations and their people continually monitor, sense and respond to the external and internal environment in small steps as a continuous process. Kotter (1995) describes change management in eight steps to be able to transform the organisation to make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment. The eight steps involve; 1) establishing a sense of urgency, 2) forming a powerful guiding coalition, 3) creating a vision, 4) communicating the vision, 5) empowering others to act on the vision, 6) planning for and creating short-term wins, 7) consolidating improvements and producing still more change, 8) institutionalising new approaches. Bullock and Batten (1985) have developed a four-phase model in which they describe the steps in the change management process. They divide the process into exploration, planning, action, and integration. Also Burnes (2004) agrees with this description and states that this model is highly applicable for most change situations. The model describes the different stages that an organisation has to go through to successfully implement the innovation/change process. Throughout the years, several authors had critique on the initial model as they found companies to move through changing circumstances and conditions rather than through standard phases which was initially assumed. Dunphy and Stace (1993) describe that for companies to cope with complexity and uncertainty of the internal and external environment they should become open learning systems where strategy development and change emerges and where information about the environment is processed and interpreted. In the opposite case, authors argue that there are no universal rules for managing change, but a process of successive actions or steps (Pettigrew & Whipp, 1993). Kanter (1992), Kotter (1996), and Luecke (2003) all present similar models of change. Not all steps are exactly identical, and some are in a different order but all show great similarities whereby for example ‘creating a vision’ is one of the most important beginning steps. Burnes (1996) comments on these three ‘emergent’ models as calling them suitable for all possible organisations, at all situations and at all times” (p.14).

Sirkin et al. (2005) highlight the ‘hard side’ of change management. Not focusing on aspects as culture, leadership, communication and motivation but on aspects which businesses can 1) measure directly or indirectly, 2) of which importance can be easily communicated, both within and outside the organisation, and 3) of which businesses are capable of influencing those elements quickly (Sirkin, Keenan, & Jackson, 2005). Some of these hard factors could include time to complete an innovation, the amount of employees necessary, and the financial results planned to be achieved.

All these factors are summarised in the DICE factors, consisting of; duration, integrity, commitment, and effort. Executives must study these four factors to know if their implementation of an innovation will survive. The innovation or change management process is based on several phases, showing many similarities.

Nadler, Thies, and Nadler (2001) emphasise the fact that active participation of the top hierarchy in an organisation is a must to make the change a success. Top management must play the role of chief architect or agent of change. In general, all levels in the organisation must be devoted to the change process to make the change integrate within the organisation. It should be monitored and avoided that different cultures arise in one and the same organisation. This can emerge when only top management spends time on innovations and does not cooperate with the lower levels in the organisation. The implementation of change processes struggle to survive when top management does not properly frame the change (Pondy and Huff, 1988, as seen in Kavanagh 2006). “Leaders play a critical role in selecting and planning appropriate change management approaches” (Kavanagh, 2006, p.83). Ott (1989) discussed the role of the leader in adapting an organisations’ culture. Ott (1989) suggested that “this may be done through a number of processes including staff selection, socialisation, removal of deviating members, cultural communication mechanisms and role modelling of appropriate behaviours” (As seen in Kavanagh, 2006, p. 83). This is also supported by other authors who suggest that “when the external environment is subject to frequent change, a strongly homogeneous culture may make it difficult for the organisation to adapt (Gregory, 1983; Meyer, 1982). Continuing on culture, Nadler, Thies, and Nadler also state that managers often make a mistake by thinking that with creating a new culture they can change individual behaviour. Thereby is changing an organisations’ or departments’ culture one of the hardest jobs for a manager as all the employees beliefs and values are captured in its culture. Also, when a culture become dysfunctional, it is the leader who has to unlearn employees’ assumptions and to teach them different ones. Valikangas and Okumura (1997) suggest that individuals resistance to change is partly the result of a leaders’ failure to seize what motivates followers to change their behaviour. A less formal exchange of information between all employees and managers which is also constant and constructive, is suggested by Amabile (1998) whereby it is easier for employees to be equal in their contribution in the process of change management while in many cases, the top hierarchy has more power and rights in the decision making process.

The most common and important conditions which came up from literature to be able to make the implementation of SHRP to a success consist of the following factors; culture, leadership, time to complete the innovation, amount of employees necessary, financial means, and the role of the stakeholders. The last condition, the role of the stakeholders is further examined in Paragraph 2.5. The previous mentioned conditions come together in the conceptual model to explain further research. The conceptual model can be found in Figure 2, Paragraph 2.7.

2.5 Effective implementation of SHRP; role stakeholders

As mentioned before, there are several key factors that shape the process and the outcomes of innovation. One of the most important factors is the role that stakeholders play when introducing and implementing an innovation. To start with, there should be a climate for change, meaning that employees' and managers' perceptions of the importance of innovation implementation should be present within the organisation. According to Klein & Knight (2005), managers play a critical role in the implementation process as they should show "strong, convincing, informed, and demonstrable management support" (p.245) to make employees see the usefulness of the innovation implementation. As Repenning (2002) stated, "managers may be understandably suspicious of the recommendation that, once they choose to adopt an innovation, they support it wholeheartedly irrespective of any reservations concerning lack of appropriateness. To do otherwise, however, insures that the implementation effort will fail" (p. 124-125). For the implementation of an innovation, the more employees should be working together, which shows a positive relationship between management support and implementation success according to Sharma & Yetton (2003). Another key factor is managerial patience which means a long-term time orientation focused on the positive outcomes of an innovation. Committed managers should understand that innovations cost money, time and effort on the short-term but can make a profit for the organisation on the long-term. Productivity and efficiency will go up when patience is kept and when managers understand that time and effort should be divided between immediate tasks and the innovation implementation. "Managers must devote great attention, conviction, and resources to the implementation process" because "in the absence of effective implementation, the benefits of innovation adoption are likely to be nil" (Klein & Knight, 2005, p. 246).

When including people during the introduction phase, it is assumed that motivation and acceptance play an important role. Fullan and Pomfret (1977) start their implementation study by describing the fact that many researchers assume that participation of the people who are eventually going to implement the innovation is an important process and assumed to be an effective strategy and of major importance. Fullan and Pomfret (1977) also emphasize the fact that not many studies on implementation have answered questions about the intensity of participation but two studies did measure variations in participation in relation to implementation outcomes. Berman and Pauly (1975) who have done research in organisational implementation in schools, note that "if teachers felt they did not participate in day-to-day decisions as the project was implemented, implementation is more difficult, and the chance of success, of fidelity to the project design, and of teacher change were reduced" (p.61). According to Fullan and Pomfret (1977), other research indicated that active involvement in the development process appears to be the critical factor, more than only participation itself. Also, these participators in previous research had greater knowledge of the purposes and use of the application of the process compared to people who were not actively involved. Interviews with people involved indicated that shared decision-making was valued strongly. Fullan and Pomfret (1977) describe two stages involved in the innovation process; initiation which includes adoption, and implementation.

The initiation stage involves commitment of the managers as they co-decide, accept or have no direct say in the decision. The implementation phase is involved with planning the implementation and actual use of the innovation. This includes a managerial and user perspective of which the former is involved with fidelity of the managers and the latter is focused on the adaptive perspective (Fullan & Pomfret, 1977). Both phases ask for an active role of managers in participating in the development process. It is likely, too, that participation is related to the extent of uncertainty and hence to receptivity (Waugh & Punch, 1987). Underlining that when managers are uncertain about the implementation of a certain innovation, like SHRP, there is a greater chance of people being receptive to change. Cancian (1972) confirms this by saying that, innovative efforts represent situations of uncertainty and receptivity to change is related to uncertainty leading managers actions while having substantial lack of knowledge. This indicates that managers should be informed thoroughly and timely to be able to grab their attention and to create cooperation.

In general, many innovations are incorrectly and ineffectively implemented. Failure of an innovation not to be adopted by for example a person or organisation is common. This does not necessarily mean that the innovation is ineffective but that the implementation process is ineffective (Klein & Sorra, 1996). Innovations may fail because they are not used with “the consistency, skill, and care required to achieve its expected benefits” (Klein & Knight, 2005, p. 243). Especially new technological innovations have an ease of breaking down or have flaws in use because of the newness of the innovation. At the same time, the choice for adoption of the innovation is decided by the top hierarchy in the organisation, in most cases not the most regular users of the innovation. Nutt (1986) concluded that “managers’ strategies in guiding innovation implementation are ‘persuasion’ and ‘edict’, both of which involve little or no user input in decisions regarding adoption and implementation” (Nutt, 1986 as seen in Klein & Knight). Also, to be able to implement an innovation, individuals are expected to change roles, routines, and norms (Klein & Knight, 2005). This is easier said than done as employees are used to their daily tasks and might not be familiar with sharing information on a regular basis. Changing individuals’ tasks might also disrupt status hierarchy, sometimes asking employees to work as peers while before a managerial role was performed. Klein & Knight (2005) also underline that the implementation process is “time consuming, expensive, and, at least initially, a drag on performance” (p.244). While introducing a new innovation, employees will have to attend training, attend meetings and regularly evaluate the innovation progress. In this way, time has to be spent on other activities than regular tasks and will initially work against current performance and profit. Therefore, in some cases there will be chosen for less risky innovations or sticking to current ways of doing business. Baer and Frese (2003) and other authors estimate the rate of attempts of innovation in nearly 50% to end in failure. Eventually, when patience is kept, the fruits of innovation can be reaped.

2.6 Resistance to change

One of the factors holding back or delaying an implementation of an innovation turns out to be resistance to change. Mirvis (1985) states that employees reactions to innovation implementation goes through four different stages; 1) disbelief and denial, 2) anger, then rage and resentment, 3) emotional bargaining beginning in anger and ending in depression, and finally 4) acceptance. Rogers (1983) describes several characteristics which influence acceptance behaviour under employees, these are; relative advantage, complexity, compatibility, trialability, and observability. Moore & Benbasat (1991) complemented to these characteristics by developing an own set including; ease of use, and relative advantage, compatibility, image, result demonstrability, visibility, and trialability. Ease of use is seen as a significant predictor of adoption behaviour (Adams et al., 1992; Davis et al., 1989). It describes the extent to which the user finds the innovation free of effort. Innovations which are easy to use have a larger chance of being accepted by the potential users. Relative advantage describes if the user finds the innovation to have an advantage of the previous system or innovation applied. This also includes usefulness of the innovation whereby the user evaluated the progress in performance. Compatibility is described by Rogers (1983) as “the degree to which an innovation is perceived as being consistent with the existing values, needs, and past experiences of potential adopters” (p.195). In this early stage of the life cycle of the innovation, it is important that patterns and workflows are understood by employees so that the innovation is compatible with preferred work flows. “Image captures the perception that using an innovation will contribute to enhancing the social status of a potential adopter” (Agarwal & Prasad, 1997, p. 562). Both result demonstrability and visibility are two separate constructs of observability (Moore & Benbasat, 1991). Here, result demonstrability means “the tangibility of the results of using an innovation” (p.203) and ‘visibility’ the way in which adopters find the innovation visible within the adoption process. Finally, ‘trialability’ describes how experimental users find the process before usage. Managers should provide risk-free environments where employees can experiment with innovations and where support is offered. In this way, short-term loss of productivity is accepted and time is made for upcoming innovations. Hereby, earliness of adoption is crucial to make the innovation a success as routinisation is stimulated. All the above mentioned characteristics show by which factors, potential users can be influenced before acceptance of an innovation. Individuals’ perceptions are influenced by many factors before acceptance of the implementation of the innovation arises. Aladwani (2001) describes how top management can be assisted by three steps to deal with employees’ resistance to an innovation implementation and summarises this as; knowledge formulation, strategy implementation, and status evaluation. The knowledge formulation phase is there to identify and evaluate the attitudes of individual users and influential groups (Aladwani, 1998). To come to the real core of the employees’ resistance, questions are asked whereby facts, beliefs, and values are put forward. The second phase, strategy implementation, sets up a strategy based on the previous phase to be able to overcome user resistance. Here, potential users are convinced about the added value of the innovation whereby communication plays a major role. Top management can also create awareness for the implementation of the innovation by communicating the benefits to the employees.

In the final phase, the status evaluation phase, change management performance is monitored and evaluated in which anxiety and resistance to change is under control. Aladwani (2001) suggests that when users resistance has to be overcome, top management has to: “1) study the structure and needs of the users and the causes of potential resistance among them, 2) deal with the situation by using the appropriate strategies and techniques in order to introduce the innovation implementation successfully, and 3) evaluate the status of change management efforts” (p.273). All the writers try to overcome or avoid user resistance. But Waddell and Sohal (1998) describe how resistance can be a positive extension and how it can be utilised instead of avoiding it. Waddell and Sohal (1998) start with stating that when during the innovation or change process no resistance occurs, people often believe that this is a good thing rather than a bad thing while this is rather a naïve way of looking at this matter. Resistance is still seen as a great obstacle holding back an innovation. During the 1960s and 1970s research showed that resistance can also have advantages for an organisation or department but this was mainly put to the side as many authors believe the opposite (Waddell & Sohal, 1998). According to Block (1989) “resistance, in an organisational setting, is an expression of reservation which normally arises as a response or reaction to change” (p. 199). Waddell and Sohal (1998) concluded the reason for resistance had its foundation at several factors; rational factors, non-rational factors, political factors, and management factors which all lead to a “complex, multifaceted phenomenon” (p.544). As mentioned before, resistance is hardly ever recognised as something positive. Hultman (1979) describes resistance often to be the best response possible. Resistance can also be used effectively and can play an important role in an organisational innovation implementation as alternative methods and outcomes are encouraged (Waddell & Sohal, 1998). In many cases, the timing of the change leads to resistance and indicates underlying problems. Waddell and Sohal (1998) respond to the use of resistance by stating that employee participation is key to success. By involving employees at all levels of the organisation in the change management process, resistance can be handled. Involvement in the learning, planning and implementation stage influences commitment to change and diminishes resistance (Lewin, 1991; Coch & French, 1948). The idea behind active participation and communication, is that when information is exchanged between all participants, employees start to show commitment to the change management process, rather than only participating on a basic level.

2.7 Summary and conclusion of implementing SHRP

Table 2 shows a summary of all the models mentioned in Paragraphs 2.2.1 up to 2.2.8 including their advantages and disadvantages. Apart from the fact that all the models have their pros and cons, it is of great importance to make a combination of methods to add the strategic character to human resource planning. To be able to accomplish this, quantitative and qualitative methods should be combined. It should also be mentioned that the first presented methods including the Markov and Renewal models are dating back to 80's while from the Vlootshouw downwards, the models are much more modern. Assuming easiness of response to situations nowadays.

Table 2 - Summary instruments SHRP

	Method	Description	Advantages	Disadvantages	Nature
Strategic Human Resource Planning modelling techniques	Markov chain model – Push model	Predicts future flows of personnel assuming that they are pushed in a certain direction.	Applied when future demand is unclear, easy to interpret results, clear picture of expected flows.	Requires large amount of data, complex statistical calculations, mechanistic model.	Quantitative
	Semi-Markov model	Variation on the Markov model but applies conditional transition probabilities.	More flexible than the Markov model.	Requires large amount of data, complex statistical equations, mechanistic model, more complicated than the Markov chain model.	Quantitative
	Renewal model(s) – Pull model	Predicts future flows of personnel assuming that they are pulled in a certain direction because of vacancies.	Easy to interpret, flexible, includes internal job to job movements.	Requires large amount of data, complex statistical equations, mechanistic model.	Quantitative
	Mixed push - pull model (e.g. FORMASY)	Combinations of push and pull flows.	Keeps both flows in mind and is therefore more applicable to many cases.	Requires large amount of data, complex statistical equations; because of broad operational capability many assumptions regarding flow have to be made.	Quantitative
	Vlootschouw	Planning and directing personnel processes to evaluate organisational performance.	Multi-functional model, simple and uncomplicated tool, easy to compute.	Results are often subjective.	Qualitative but subjective.
	HR3P Matrix	Displays the employees' level of performance and growth potential, can be part of the Vlootschouw.	Multi-functional model, simple to use in computation and interpretation.	Outcomes are subjective, assists in the process of personnel planning, cannot be applied on its own.	Qualitative but subjective, strategic.
	IDU matrix	Provides inflow, through-flow and outflow numbers.	Clear overview, numerical presentation.	Requires large flows of detailed information assists in the process of personnel planning, cannot be applied on its own.	Quantitative / strategic.

Furthermore, from Paragraph 2.4 onwards, the implementation of SHRP is seen as an innovation and change management. Conditions came up which can make the implementation process a success. This includes the following factors; culture, leadership, time to complete the innovation, amount of employees necessary, financial means, and finally the role of the stakeholders. From Paragraph 2.5 onwards, the managers role in the change management process is further examined. It is described as an example function for how there should be dealt with change in general and should motivate and lead employees to make the right decisions and acceptations in the change process. The following list summarises the key tasks of managers to effectively help implement strategic human resource planning based on Paragraph 2.5 and 2.6 of this chapter;

- Timely and active participation and involvement from the beginning of the introduction phase up to adoption, development and implementation. And in this way;
 - Encourage motivation and acceptance by employees to let them make the right decisions and deal with the change process.
 - Grab employees' attention to create cooperation.
 - Share information on all involved hierarchical levels of the organisation.
 - Create a risk-free environment where employees can give their opinions.
 - Make employees adopt SHRP in an early stage to create routinisation and low resistance.
 - Establish a long-term orientation towards the results of SHRP.
 - Accept possible short-term losses.
 - Keep managerial patience to avoid short-term disappointment.
 - Play the role of chief architect or change agent.
 - Show managerial dedication.
 - Learn to work with resistance to change, through active participation and communication to create commitment.
 - Work closely together with the HRM department.

When all these obligations of the managers are performed effectively, the implementation process of strategic human resource management leads to a success. Having evaluated the most important models, it has become clear that there are various ways to measure an organisation's personnel file to detect possible gaps in labour demand and supply. A combination of methods should be made to add the strategic character. The several aspects of the implementation process ask for active participation and involvement of stakeholders from the beginning of the introduction phase up to adoption, development and implementation. In this way, it is assumed that motivation and acceptance play an important role. According to theory, especially the managers should be informed thoroughly and timely to be able to grab their employees' attention and to create cooperation. In most cases, the choice for adoption of an innovation is made by the top hierarchy. Sharing information on a regular basis creates a cooperative atmosphere in which hierarchical levels lightly fade away and where a long-term time orientation is established to benefit from the results of SHRP. Managerial patience will have to avoid disappointment on the short-term as the implementation initially might be a drag on performance. Within the implementation process, the managers will have to play the role of chief architect or change agent to lead the innovation process to a success. This role will have to motivate employees to make the right decisions and accept the change process.

A risk-free environment will arise where employees can give their opinions and where a short-term loss of production is accepted. In this process, earliness of adoption by all stakeholders will lead to routinisation and diminishing of resistance to change. Finally, this resistance to change should not only be seen as an obstacle but can also be viewed as an important process from which the organisation can benefit. From theory, the following six conditions came up for making the implementation of SHRP a success. The final condition, the role of the stakeholders, is divided into four topics;

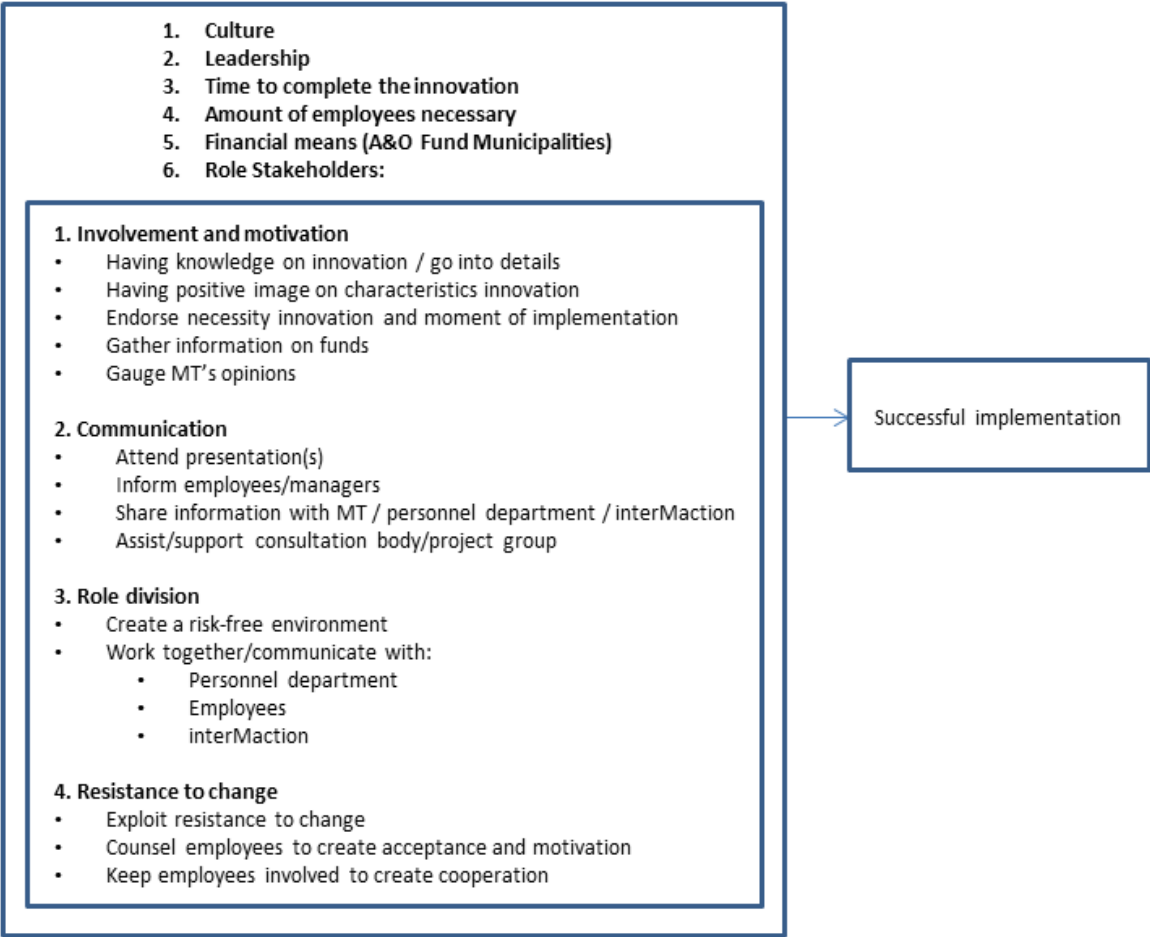


Figure 3 - Conceptual model. Adapted from literature in Paragraphs 2.4 to 2.6.

The methodological Chapter 3 will further explain how Figure 3 is applied during the research.

3. Methodology

In Chapter 2, information is presented on the different models of strategic human resource planning and which roles the stakeholders have to play to make the implementation a success. Here sub-question 3 is answered and creates the foundations for answering both research questions mentioned in Paragraph 1.12. This chapter describes the research approach used to determine what the exact role of the stakeholders is during the implementation period and if this is satisfying when comparing this to literature. The literature research has shown six conditions to be important to make the implementation of strategic human resource planning a success. To investigate this, stakeholders will be interviewed based on Figure 3 in Paragraph 2.7. From the group of stakeholders brought forward by literature in Chapter 2, the personnel department and the management team (including the general manager/town clerk and managers), are examined. This is further explained in Paragraph 3.1, the research approach. The first six conditions shown in Figure 3 in Paragraph 2.7 are both investigated by observations and interviews. During the observations, all six conditions are kept in mind while during the interviews, the subjects are included in the questionnaire. The roles of the management team are split up into four categories, as shown in Figure 3, and indicate the structure of the interviews.

3.1 Research approach

The total group of stakeholders consists of many parties which played a certain role during the implementation process. This includes the general manager/town clerk, the managers (combined in the management team), the personnel department, employees and the Works Council (OR). Based on the standard approach of dealing with the implementation of a certain innovation by the municipality of Winterswijk, it was decided in advance that some stakeholders did, or did not, have a saying before and during the implementation process. This fact was taken into account and influenced the researched stakeholder groups. There has been chosen to investigate the roles of the general manager/town clerk in combination with the rest of the managers, combined altogether in the management team. Also, the roles of the personnel department in combination with interMaction were observed by the means of the project group. The Works Council gave their permission for the implementation of SHRP at the beginning of the process but did not further play a role. General employees and the Works Council could not be investigated in this thesis because of their minor role in the implementation process. As they did not take part, no further in-depth research could be done. This is contradictory to the literature review which shows the importance of stakeholders involvement. The Works Council is normally to be expected to play a larger role in an implementation process with their right of approval. Judging and approving the constructed tool could have been one of their responsibilities. Finally, background information was obtained through researching the existing personnel file. The following sub-paragraphs explain the three types of research.

3.1.1 Observations

Observations are done through participating in the project group and by attending interviews conducted by interMaction with the management team. The project group consisted of the manager of the personnel department, a strategic HR specialist, a statistical HR employee, an employee of interMaction and myself. All decisions about the chosen tool of the company interMaction are formed during the planned meetings. This included decisions on the shape and content of the tool up to evaluation and user possibilities. The observations during the meetings with the project group describe the role of the personnel department in combination with the external party of interMaction during the implementation process. The observations of the interviews held by interMaction with the management team show how interMaction performs her role as an Human Resource professional. The findings on their relationship with the management team during their interviews are described in detail in Paragraph 5.1; findings observations. By making a combination of all the results which came out of the project group meetings and interMaction's interviews, a clear picture is created on the value of the contribution of both the personnel department and interMaction. Observations are the most effective research method to analyse this combination of participants including one of the most important stakeholders; the personnel department. Motivation and involvement was analysed of all groups who participated.

3.1.2 Document analysis

The information gathered during the research period, was both retrieved from the personnel file as well as from divers online databases. The so called personnel file is a term applied for the total amount of personnel information present within the organisation. This consists of many separate files which can be linked together. The gained information is mainly used to structure Chapter 4 and is used as a basis for the interviews further explained in Paragraph 3.1.3. Online databases were utilised to complete the literature review reflected in Chapter 2 but also to gain facts and figures for Chapter 4. After gathering information on the several existing methods to implement strategic human resource planning, a deepening of the literature was applied by approaching the implementation as an innovation or as change management. With the gained information, detailed background analyses are presented in Chapter 4 to be able to show the necessity of the implementation of strategic human resource planning as many changes are expected to occur in the coming years.

3.1.3 Interviews

To be able to understand the environment the municipality is in and which choices the organisation has to make, a case study is applied focusing on one case; the municipality of Winterswijk. Babbie (2010) describes a case study as “the in-depth examination of a single instance of some social phenomenon” (p. 309). Here, the social phenomenon of single instance can be described as the implementation of strategic human resource planning at the municipality. A case study is a measure to gain profound knowledge on a particular instance which helps the researcher in creating a complete view on the context and processes investigated. This method of data collection is chosen as detailed information is needed which can be best retrieved via interviews to get personal responses.

To investigate the role of the general manager/town clerk and the managers, within the case study research, there has been chosen for interviews. Within the interviews, the following four subjects are investigated; involvement and motivation, communication, role division, and employee resistance to change (see Figure 3, Paragraph 2.7). In this way, respondents' roles and knowledge, can be recorded in a qualitative way. The group can also be called the management team or, according to research, the focus group. Respondents' cooperation did not depend on peoples' motivation or interest in SHRP as the management team gave permission on the implementation of SHRP, cooperation at the interviews was expected. All selected respondents have participated and answered all questions. Because of the size of the group of stakeholders, the amount of 6 interviews is representative for the total amount of stakeholders while keeping in mind that roles of other stakeholders were examined through weekly cooperation and observations. Table 3 shows the respondents background information. To protect respondents personal rights, data and research results are described anonymously so that confidentiality is kept.

In total, there are six respondents namely five managers and the managing director/town clerk of the municipality who currently also manages one department (see Table 3). Half of the respondents were women and half were men with an average age of 48,2 years. Two respondent have completed a HBO level education and four have gained a Master at a university. Educational background varies between general studies like Business Administration or Management Economics and Law, or with education focused at languages, psychology or accountancy. The several departments are having different characteristics. One department has much customer / front office contact (public affairs/personnel department), while another executes many projects (SLO; Stedelijke en Landschaps Ontwikkeling) as the department City and Landscape Development. For example VROM (Veiligheid, Ruimtelijke Ordening, Milieu) Security, Regional Planning, and Environment has more executive control. Another department is concerned with care and well-being as other departments show more supportive characteristics. One respondent works 32 hours per week and the others 36 hours. Years of employment vary between one year and ten years with an average of 6,2 years. All these personal details have been taken into account while processing the findings, presented in the Chapter 5.

Table 3 – Respondents background information

	Manager 1	Manager 2	Manager 3	Manager 4	Manager 5	Manager 6
Gender	v	m	v	v	m	m
Age	41	60	42	40	45	61
Educational level	University	HBO	University	University	HBO+	University
Educational background	Accountancy	Secondary education in the German language	Theology	Economic Linguistic Education / Applied Communication Science	Psychology / Management Economics and Law	Business Administration
Department (per 09-2013)	Afdelingsmanager Control / team belastingen / concerncontroller	Algemeen directeur / Gemeente secretaris team gegevens beheer, Team DIV (documentaire informatie voorziening, archief)	Afdelingsmanager WZE; Welzijn, Zorg en Educatie	Afdelingsmanager Publiekszaken, Team PZ	Afdelingsmanager OPR (Openbare ruimte) en afdeling VROM (Veiligheid, Ruimtelijke Ordening, Milieu) (tijdelijk) team Automatisering	Afdelingsmanager IDAG (Interne Dienstverlening Accomodaties Gebouwen) + manager SLO (Stedelijke en Landschaps Ontwikkeling)
Job role	Manager	General manager/ town clerk	Manager	Manager	Manager	Manager
Contract	Fulltime (36)	Fulltime (36)	Parttime (32)	Fulltime (36)	Fulltime (36)	Fulltime (36)
Organisational tenure	1 year	10 years	6 years	4 years	8 years	9 years

3.2 Data collection

The procedure for data collection differs per type of information gathering. All three data collection methods are exemplified, namely; observations, document analysis, and interviews.

3.2.1 Observations

Data collection during the observations of the project group are based on the conceptual model in Figure 3, Paragraph 2.7. The first six conditions that came up are researched including; culture, leadership, time to complete the innovation, amount of employees necessary, financial means, and the role of the stakeholders. All six topics were brought up during meetings so that the role of the project group in combination with these conditions became clear. During the observations of the interviews with the managers conducted by interMaction the six conditions were also rated. The combination of both observations results in the outcomes described in Paragraph 5.1. In the end, findings from observations are compared to literature in Chapter 6 to detect gaps. The fulfilled roles of the members of the project group are individually examined to rate their separate roles and mutual relationships. Apart from the external party of interMaction, all other participants are used to working together on several projects or general day-to-day tasks.

3.2.2 Document analysis

The internal personnel information system is consulted for facts and figures about personnel flows. This information is mainly used as background information for Chapter 4. Other documents and literature are consulted via the internet and university library to construct the theoretical Chapter 2.

3.2.3 Interviews – guidebook

For the interviews, a semi-structured questionnaire is developed to conduct qualitative analysis. The choice for semi-structured questionnaires is made as these direct the interviewer to retrieve the exact answers to the questions. The interview questions are based on the outcomes of the theoretical Chapter 2, with the guidebook of Emans (2002) applied as a guideline. The theory in Chapter 2 underlined several conditions which are important to successfully implement SHRP. Thereof, the involvement and role of the stakeholders, in this case the management team including all managers and general manager/town clerk, is most important. Based on the conceptual model in Figure 3, Paragraph 2.7 interview questions are largely based on the final of six conditions; the role of the stakeholders. In this part of the research this concerns the management team. It is divided into four subjects; involvement and motivation, communication, role division, and resistance to change. Integrated in these subjects are the first five conditions consisting of; culture, leadership, time to complete the innovation, amount of employees necessary, and financial means. A pilot study is done to test the effectiveness of the questionnaire and to see how understandable the questions are. This resulted in some adaptations of questions as some had to be formulated smarter. The questionnaire is approved by the supervisor of the university and the personnel department. Respondents received an invitation by email for participation on the interviews with an accompanying letter on the purpose of the interviews. A timeline of one hour was taken into account. Interviews were held in the managers' offices. Interviews started with a short introduction on SHRP and during the interviews notes were taken. Respondents were allowed to ask questions during the interview and were informed about the confidentiality. As the municipality is located in the Netherlands, interviews were written and conducted in Dutch to avoid misinterpretations. The outcomes of the interviews will be compared to theory. This forms a solid basis for conclusions and recommendations on further implementation of strategic human resource planning and on future implementations of innovations. The applied interview questions are presented in Appendix C. The final interview outcomes are presented in Chapter 5 in the chapter; 'findings'.

As mentioned before, the interviews are based on four subjects gained from literature; involvement and motivation, communication, role division, and resistance to change. The following paragraphs exemplify the four topics. See Figure3, Paragraph 2.7 for a summary.

3.2.3.1 Involvement and motivation

While investigating managers involvement during the implementation process and motivation for the implementation for SHRP, the following subjects were the basis of the first part of the questionnaire;

- Acknowledge benefits SHRP (including functioning term), the tool and interMaction.
- Moment of arising need for SHRP in combination with moment of implementation.
- Informing management team about implementation SHRP/tool.
- Influence of A+O Fund Municipalities.
- Estimation colleague managers on opinion on SHRP.

3.2.3.2 Communication

Communication is investigated between the personnel department, the management team, general employees and interMaction from the eye of the management team. The following subjects are researched;

- Amount of presentations organised and attended.
- Information presented at presentation interMaction.
- Giving presentation to employees.
- Formal and informal consultation bodies / project groups present.

3.2.3.3 Role division

The tasks of employees, especially of the personnel department and the management team were analysed. Interview questions are based on the following topics;

- Opinion of employees.
- Role employees during the implementation process and dealing with output SHRP.
- Necessity of employees thinking along and surplus value.
- Role personnel department.

3.2.3.4 Resistance to change

Within this research, employees resistance to change is investigated within the personnel department and the management team. Questions are involved with the following subjects;

- Employees flexibility.
- Mentioned reasons for resistance to change.

3.3 Data analysis

To be able to draw valuable conclusions out of the gathered qualitative data, examination has started with within-case analysis followed by across-case analysis. As research describes; a researcher assessing qualitative data should develop her own interpretation which truly reflects all the interviewees experiences equally well for all data sets gained (Ayres, Kavanaugh and Knafel, 2003). Both within-case and across-case analysis are needed as familiarity with data is needed which is the basis for looking beyond initial impressions through several lenses so that no data is left out and valuable conclusions can be made.

3.4 Reliability

The systematic approach of conducting the same interviews and repeating the same interview questions, results in standardisation which increases the reliability of the research. Findings reflect reality at the moment of the interviews. The situation is subject to change. Conducting the interviews during regular working hours and within the standard working environment of the respondents, reliability is limited. Bias concerning managers to respond in a way that would make them look good in the eyes of the interviewer and general manager is reduced by asking second in-depth and probing questions. Also, anonymity is kept in processing the details. To be able to reflect the details according to truth, notes have been taken during the interviews which are elaborated afterwards. Threat of observer bias was low as there was only one interviewer.

3.5 Validity

Validity is about finding out if the data collection method is measuring what is intended to measure. Because of the qualitative nature of the research, statistical analysis was not applicable and would not lead to the desired outcomes. Current research can be generalised to other organisations who are willing to implement SHRP. Apart from the internal analysis and the specific way of implementation; the tool of interMaction, this real-life case study can be applied for guidelines and recommendations for other (municipal) organisations. Therefore, external validity is relatively high. This research had the intention to investigate the implementation process of SHRP at the municipality of Winterswijk. The selection of respondents is made by the interviewer which increased participation and validity.

3.6 Conclusion

A qualitative research method of conducting interviews is applied to perform a case study at the municipality of Winterswijk. This approach measures the managements' team role in the implementation process. Combining this information with the observations of the personnel department and interMaction, creates a reliable view of the current situation the municipality is in. The current research aims to detect flaws in the implementation process, including in the role of the managers, to be able to implement innovations in the future successfully. Besides, advice is given on making adaptations to the current process to achieve a successful implementation of strategic human resource planning.

4. External and internal analyses

This chapter starts with an external analysis describing four conditions namely; sociocultural conditions, technological conditions, economic conditions, and political conditions. This analysis is followed by a flow analysis including information on the inflow, through-flow and outflow numbers of the municipality of Winterswijk. Finally, this chapter rounds up with an internal analysis. This chapter answers sub-question 4.

4.1 External analysis

The business model STEP (Sociocultural, Technological, Economic, and Political) is applied to guide an environmental analysis for the municipality of Winterswijk. Numbers of the municipality of Winterswijk are presented in combination with national numbers to see relations and trends.

4.1.1 Sociocultural conditions

➤ **Decrease amount of citizen**

According to expectations, Gelderland, located in the “Achterhoek” will have to deal with a reduction in numbers of population in the coming 15 years. A reduction of over 20.000 in the coming three decades, which stand for a decline of 5%. It is especially the greying that underlies the decrease in the peripheral areas in the Netherlands. More elderly people pass away than the amount of children being born. Furthermore, many young adults move away from the outskirts to more central parts of the Netherlands because of study or work possibilities (De Jong & Van Duin, 2009). This trend which is expected to continue for many years, has an influence on the amount of people searching for a job within the Achterhoek. This leads to a smaller amount of people living in the area and who meet the set demands by the municipality for fulfilling a vacancy. There is also a possibility that the higher educated people who get their education in the larger cities, stay in the urban agglomeration.

➤ **Age distribution / ageing trends**

Within municipalities in the Netherlands the average age has again risen with halve a year up to 46,3 and the amount of 60 year olds has increased to over 16.000. That is more than a doubling of the amount of five years ago (A+O fonds gemeenten, 2011). In Figure 4, the amount of municipal employees is divided according to age in 2011, countrywide and in percentages.

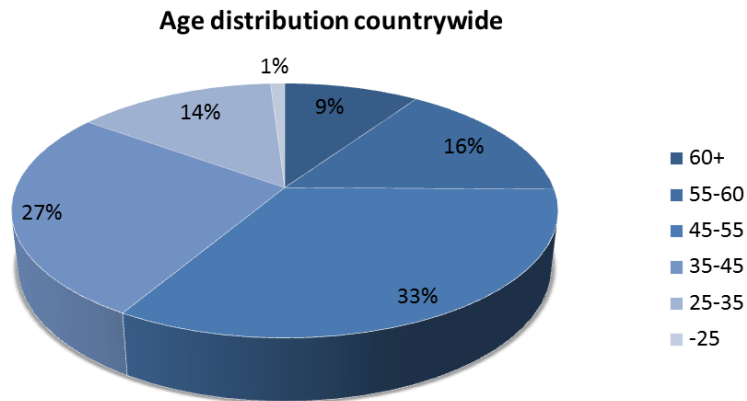


Figure 4 - Age distribution countrywide in percentages of employees working at Dutch municipalities. Reprinted from A+O fonds gemeenten, 2011.

Under managing positions, the average age is 51 years for men and 30,3 years for women. Within the municipality of Winterswijk, the average age in 2011 is 45,8 years with which it almost stayed the same compared to previous years (45,9 in 2010). Figure 3 shows that there is no personnel in the organisation of 25 years or younger, nationally this is 1%. The groups of 35-45 years old and 45-55 years old stayed about the same in 2011 (31% en 30%). The number of 55 year olds is 25% in Winterswijk compared to 25,2% country wide. There are 93 women in the organisation and 87 men (31-12-2012). Figure 5 shows the age distribution in 2011 for the municipality of Winterswijk.

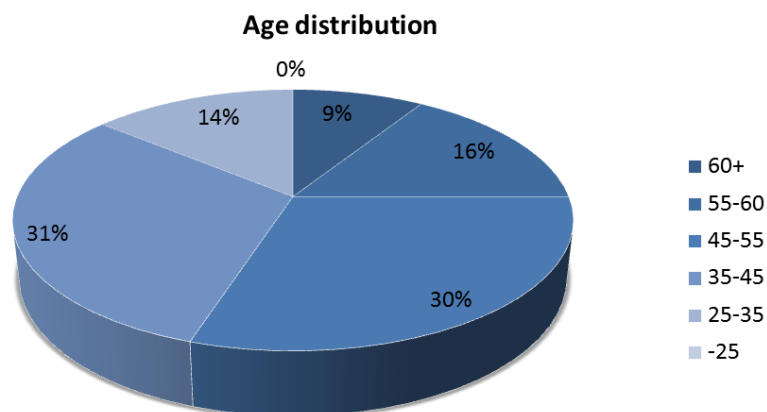


Figure 5 - Age distribution within the municipality of Winterswijk, 2011. Reprinted from A+O fonds gemeenten, 2011.

➤ **Capacity load according to gender**

In one out of three municipalities in the Netherlands, more women than men are active (A+O fonds gemeenten, 2011). In the municipality of Winterswijk, in 2011, the percentage of women is 51% and men 49%. Compared to 2010 the percentage of women has declined with 6% and the percentage of men has risen with 6%. This happened because out of the outflow of 40 persons, 85% was male. Under managers, the distribution of men and women is equally distributed with three men and three women within managing positions. Grouped to part-time employees and full-time employees, 82% of the part-time employees is female and 18% male (Gemeente Winterswijk, 2011).

➤ **(Years of) employment**

Nationally, 41% of the municipal staff works part-time and 59% fulltime, the distribution of full-timers and part-timers at municipalities is largely comparable to the national working labour force (A+O fonds gemeenten, 2011). In the municipality of Winterswijk the amount of part-time staff has risen from 31% in 2004 to 46% in 2011. The remaining 54% works fulltime. In 2011, the average amount of employment years of the municipal occupation was 10,8 years. This shows a small rise compared to the year before with 0,4 year.

At municipalities with 20.000 to 50.000 citizen there has no rise been witnessed in the amount of employment years. The rise is as well the result of the high amount of employees that outflow the organisation while being employed for less than three years. Of the municipal officials, 94,9% has a fixed commission. “The share of municipal officials with a temporary commission rises in proportion with the rise of the size of the municipality” (A+O fonds gemeenten, 2011, p. 20).

➤ **The educational level rises**

Work becomes more complex as easy tasks become standardised and are taken over by machines and more difficult jobs remain. Therefore, the educational level which is asked for is adapted upwards for many jobs. At the municipality of Winterswijk for over 60% of the jobs (63,28%), a HBO education or higher is asked. At the same time, employees are asked to be flexibly serviceable to be able to switch between jobs and take over more tasks. In 2013, in the municipality of Winterswijk, there are 13 employees performing jobs at university level. There are 99 employees performing jobs at HBO level, 59 employees work on a MBO level and finally, there are 6 people acting on a VMBO level. This does not directly indicate the educational level of the employees as they might perform on a higher or lower level than their highest achieved educational level within the organisation. In addition, governmental cuts in budget limit the process of the rise in educational actual educational level but does show the amount of jobs on each level. Unfortunately, these numbers cannot be compared to recent years as numbers have not been recorded.

➤ **Amount of graduated HBO students on the market**

As most jobs within the municipality ask for a HBO level, here the amount of graduated HBO students is described. First of all, for the year 2010/2011 over 65.000 students graduated within the Netherlands from a HBO education (see Table 4).

Table 4 - Amount of HBO graduates in the Netherlands 2009-2011

		2009/2010	2010/2011
HBO	Associate degree	991	1026
	Bachelor	62.204	61.494
	Master/Continuation schooling	4.038	4.747
Total		67.233	67.267

In 2011, for the region of the Achterhoek, 7489 males and females graduated from a HBO education (Dienst Uitvoering Onderwijs; Ministerie van Onderwijs, Cultuur en Wetenschap, 2011).

➤ **Less spent on education and development**

Municipalities spent less on education and development of employees. In 2011 they spent € 928,- per employee and this was € 998 in 2010. This is striking as a rise seems more logic now that municipalities ask more of their employees and while advancing operational capability becomes more important (Personeelsmonitor 2011 Cijfers die om actie vragen, 2011, p. 4). For the municipality of Winterswijk, in 2011, 197 employees each had a budget of €1030 per person. Compared to the national trend this is €102 more than on national level.

The educational budget has gone down with €100.000 from €203.649 in 2012 to €100.000 in 2013. The actual spent amount on education in 2012 was €162.548 far below budget. At 31-12-2012, in the organisation 188 employees were present. An educational budget of €864,62 (162.548/188) per employee was available in 2013. For the year 2013 until 31-05-2013, €66.893 was spent of the total budget while keeping in mind that most education starts in September.

Nationally, in 2012, the average budget for employees at municipalities was €864, the same as the budget at the municipality of Winterswijk in 2013. The A+O Fund Municipalities describes that the budget for 2012 was not totally used. The average expenditure on education per employee has decreased in 2012 and four out of five municipalities expect the costs on education to stay stable. One out of five municipalities expect costs to rise (Monitor gemeenten 2012: Personeel in Perspectief, 2012).

➤ **Sickness absence**

Sickness absence for Winterswijk in 2012 was 4,7% compared to 5,6% in 2011 and 3,03% in 2010. So after a rise in 2011, a decline followed again in 2012. These numbers are excluding maternity leave. Throughout the Netherlands, the sickness absence has stayed stable compared to 2011. For the year 2012, the sickness absence percentage was 5,3%. In 2011 this was 5,4% (Monitor gemeenten 2012, Personeel in perspectief, 2012, p.36). Although work pressure has risen, the percentage has stayed the same.

➤ **Role citizen**

Citizen participation in a growing amount of areas is expected as citizen will start to take more initiative and responsibility. They will be stimulated to interact and to solve arisen problems. The board will feel more pressure to achieve results in a critical environment where citizens co-decide. This external development comes together with the nationwide independency and awareness of people.

4.1.2 Technological conditions

➤ **Digital development**

The way of communicating and working together changes within the municipality and within the municipality's contact with its citizen. Digitalisation, e-services, paperless meetings, and the arrival of social media are all developments which are going to change the way work has to be executed. The municipality is going to change in such a way that these developments are going to become part of the normal business management including the usage of tools such as Twitter, LinkedIn, Facebook and other social media. The employees learn to cope with this and apply these tools to communicate with the outside world. This offers opportunities for employees to develop, and bring the organisations' strategy to a success. In these fields of development, the municipality tries to have the right people in house who can get this off the ground. Project plans and concrete input trajectories should take care of further progress.

These changes ask for flexible people who are eager to learn and are willing to work with these instruments. In the future, less people will be needed as tasks become more standardised and easier to fulfil and quality will go up.

4.1.3 Economic conditions

➤ **Cuts in budget**

The Dutch economy has a direct influence on employment and on the human resource needs of the organisation. Economic downturns lead to layoffs and firings as organisations have to cut back on employment levels to save money on salaries. Economic upturns result in more recruitment. When business conditions improve again, the organisation will recruit new workers but who are possibly not as qualified or skilled as those who were given early retirement or layoff. Since 2011, the municipality of Winterswijk has carried through the necessary cuts in budget to create a lean organisation.

The outflow measures mentioned in Paragraph 2.1.3 “managing outflow” are a result of the cuts in budget. By supporting early retirement people left the organisation and reduced the personnel file and in this way the company’s expenditure. These measures have cost money but benefit the organisation over several years. Jobs which still had to be fulfilled are split up into tasks and are covered by remaining employees. The economy measure is one of the most drastic changes for governmental institutions.

➤ **Decrease personnel file**

Almost 60% of the municipalities cuts costs on occupation, on average with almost 4%. This especially happens through fulfilling vacancies internally and through not lengthening temporary contracts. For 2014 and 2015 around 80% expects a decrease in formation of 7,5% on average, this means that there will be 13.000 municipal officials less in 2014. This cannot be compensated with natural turnover (A+O fonds, 2011).

Also, the amount of temporary commissions has decreased, especially because temporary contracts have not been lengthened. Remarkable is that in all sizes of municipalities the actual amount of temporary employees is lower than the essential share. Flexibility becomes more important especially now there is less dynamic on the labour market. Thanks to flexibility, the capacity load can move along with the available budgets and fluctuations of the labour offering (Personeelsmonitor 2011 Cijfers die om actie vragen, 2011, p. 4).

Municipalities have cut costs on expenditures, for example on the hiring of external staff. In 2009, the expenditure on external hiring amounted up to 20% of the labour costs, in 2011 this was 12%. Especially on interim management, organization and formation advice and policy advice has been economised (A+O fonds gemeenten, 2011).

4.1.4 Political conditions

➤ **Decisions central government**

The central government dictates municipalities to dispose of tasks and services to become a lean organisation. This is a result of the cuts in budget which have been introduced in 2010 and started in 2011. The reduction of jobs makes that there are less Fte (Fulltime-equivalent) within the organisation.

Municipalities receive new tasks, the so-called decentralisation tasks. This is decided by the central government. This involves the decentralisation of the Child Care (in Dutch: Jeugdzorg), the AWBZ: General Law Special Medical Expenses (Algemene Wet Bijzondere Ziektekosten) and the Participation Law (in Dutch: Participatiewet). These are new tasks which have to cope with receiving less money while specialist work has to be done. The municipality will soon act more like a director and facilitator to make sure that the new tasks are picked up by local institutions and organisations by the effort and commitment of citizen. This leads to a shift in tasks and asks for professionalism of the employees within the organisation. In the coming five years inter-municipal cooperation in various areas will play a central role. This will lower costs and improves quality.

Shared services in ICT is an example where present vulnerability and technological development will ask for an overall approach. The need for technical support is expected to grow as the central government directs an increasing amount of tasks to the municipality. Maintenance tasks are expected to merge within the Environment Services Achterhoek (Omgevingsdienst Achterhoek).

Many tasks as well as services, will become standardised. It is expected that basic tasks will become nationally practiced so that for example, you can lengthen your passport in any city in the Netherlands. Therefore, back-office jobs will increase where front-office employees can focus on specialist jobs. This will lead to further developments of employees to all-round workers. Which in turn spreads knowledge under employees so that it can be kept inside the organisation and avoids vulnerability.

4.1.5 Summary/conclusions external analysis; importance implementing SHRP

From the sociocultural part can be observed that ageing is an important theme on the labour market. On the other hand, the municipality of Winterswijk is not an exception in age distribution compared to other municipalities. Still, this means few young employees and many older employees in the organisation and on the labour market. This means more experienced workers but less young blood. There are also more females than males in the organisation, a development which was unthinkable ten years ago. The amount of HBO students who have graduated has risen again, this could be the result of decisions people have made concerning the economic crisis. When people are unable to find jobs, further education could be a short-term solution. At the same time, more jobs asks for a higher level of education as MBO jobs are disappearing because of standardisation and automation. In 2011, the average amount of service years per employee was 10,8 years. This shows a small rise compared to the year before with 0,4 years. This amount does not show if there has been switched between jobs or that all 10 years are spent on one and the same job. There is also less spent on education while this is contradictory with what is expected from the employees. Less employees are present within the organisation because of internally fulfilling vacancies and through not lengthening temporary contracts. While the central government dictates municipalities to dispose of tasks and services to become a lean organisation, at the same time new tasks are directed at municipalities. These tasks should be dealt with while having less financial resources because of the cuts in budget made by the government. The role of the municipality will be directed towards being a director and facilitator to make sure that the new tasks are picked up by institutions and organisations by local citizen. This asks for professionalism of the employees. The technological changes show that communication within the municipality between its employees but also with citizen is digitalising. E-services and social media cannot be dealt without.

Because of all the changes mentioned, the organisation has to keep adapting. This results in the vulnerability of teams because of the minimal occupation which in turn asks for employees' flexibility. Planning is complicated as there is little room for manoeuvre left within the operational capability of employees. This is critical during illness and leave. Being resistant to stress is becoming more and more important.

The shrinkage in the personnel file will have its effects on the organisations policy making. Developments in technology, leisure economics, retail business, cultural-historical sustainability, housing and vacant agricultural properties will need attention to stay innovative. The need for employees which are profound of social media knowledge will grow. Creativity, flexibility and environmental awareness is becoming a must. A strategic view over at least five years' time will prevent the personnel file from a large unforeseen outflow. Current employees will be cherished and rewarded as knowledge and experience need to be kept within the organisation. Information managers and civil servants need to gain new positions within the organisation because of changing tasks in a renewing governmental environment. Data sources will become standardised and are valid as a decisive factor. Information managers need decisive influence in policy choices within information management.

4.2 Inflow, through-flow and outflow

In this paragraph, national inflow, through-flow and outflow numbers show how the environmental changes described in Paragraph 4.1 have its influence on the managing of the municipality's personnel flows. When known, statistics are compared to the personnel file of Winterswijk to show relations and striking facts.

4.2.1 Inflow

The inflow process revolves around the recruitment and selection process of applicable employees in the organisation. These employees fill up the need of the organisation and are the fit between tasks to execute and capabilities offered. Recruitment should be part of the overall strategy and is needed to make employees achieve strategic goals. Employee turnover is affected by recruitment and is a costly process. Turnover should be kept low in most cases to avoid high costs but cannot always meet expectations as certain outflow cannot be avoided like natural turnover regarding retirement. Turnover can occur when expectations are not met. In some cases, turnover is stimulated when cuts in budget result in the rejections of certain tasks and also when a certain amount of tasks should be covered by less employees. This does not alter the fact that this stays a costly process but sometimes dismissal is the best option. The recruitment process has a share in shaping the culture of the organisation. The municipality will have to deal with many changes. One of the most influencing factors is the trend concerning the ageing population which the Netherlands has to deal with. According to Garssen (2011) the amount of 65 year olds has risen up to over 15% in 2010 (p.16). Since 2010, a decrease of the inflow percentage can be witnessed within all sizes of municipalities in the Netherlands. Within two years' time, the inflow percentage is halved to 4,7 % (Personeelsmonitor 2011 Cijfers die om actie vragen, 2011, p.24).

According to Personeelsmonitor (2011), almost half of the inflow was female and half was male. In 2006, it was the last time that the share of men in the inflow process was higher than women. The last few years, the amount of women in the inflow is declining. This was also the case in 2011. In 2011, the share of full-time employees has declined. Men who inflow the municipal organisation are working less on a part-time basis than women. In the last few years, the majority of the inflowing staff was between 25 and 45 years old.

This was also the case in 2011, even though this share has decreased from 33,2 % in 2010 to 30,9 % in 2011. The group younger than 25 years is about 10 % of the inflow in 2011. The average age of the people who flowed in the municipal organisation increased in the last few years. In 2009, the average age was 37,3 years, in 2010 this was 38,1 years, and in 2011 this was 38,8 years (Personeelsmonitor 2011 Cijfers die om actie vragen, 2011, p. 24).

4.2.2 Through-flow

Flows can occur on a horizontal or vertical basis. About 45% of employees at Dutch municipalities have been employed for over ten years. More than 83% serves a municipality for three years or longer (Monitor gemeenten 2012: Personeel in Perspectief, 2012). The pace at which employees flow from job to job can be influenced by personal situations, demographics or internal organisational changes. Also, “strategic decisions concerning how rapidly a corporation grows will affect flow velocities” (Chambers, 1998, p. 77) Flow velocity is the speed at which employees move from one job to another. Groups of employees hired around the same time might switch jobs around the same time in the future and this results in an uneven spread of talent. A balanced distribution of age and skills is needed for a steady recruitment (Chambers, 1998). A fast change in flow velocity costs much money as knowledge can be transported too fast and training and development is less effective as employees don’t use their knowledge long enough. The other side of the story is that when employees stay at one position for too long, motivation will be reduced as tasks become regular work.

In 2011, nationwide, the through-flow amounts up to 4,9 % in 2011. Through-flow involves persons who have switched jobs and/or departments during the year within the municipality. The through-flow stabilised during the last years between 4 and 5 % of the occupation. This means that, per year, one out of twenty employees switches between jobs or departments. Through-flow was high in large municipalities with 100.000 citizen or more because of large reorganisations. In previous years, when municipalities had a smaller occupation, the through-flow percentage became smaller. This was not the case in 2011. Though, it should be kept in mind that at the smallest municipalities this contains small amounts of people (Personeelsmonitor 2011 Cijfers die om actie vragen, 2011, p. 26). Through-flow for the municipality of Winterswijk in 2011, was 5,6% and 3,9 for same size municipalities (see Table 10, Paragraph 4.2.7).

4.2.3 Outflow

For Winterswijk there is a large outflow of personnel expected for the years 2017 onwards based on peoples retirement age. In the forecast of the municipality, they assume that one employee per year will outflow the organisation based on other reasons than retirement. This, even though the true amount of fired employees was 6 for the year 2012. Forecasted outflow of personnel for the coming years:

Table 5 - Outflow numbers forecast

	2012	2013	2014	2015	2016	2017	2018	2019
Dismissal	6	1	1	1	1	1	1	1
Retirement	3	1*	1*	1*	1*	5*	5*	10*

Note. * = Extracted from Reductieplan Fricriebudget 2012-2016 version 16; 19-03-2013

Reprinted from personnel file municipality of Winterswijk

This planned outflow of personnel will cost the municipality money as skills and knowledge will be lost. Some employees have applied for regulations concerning outflowing the organisation before turning 65 years.

Table 5 is based on the fact that we assume that everybody turning 65 will outflow the organisation, not before that age or after that age. Also, 1 Fte (Fulltime-equivalent) per year is assumed to outflow the organisation as can be read under the heading “dismissal”. With this scenario it is possible for the municipality to cope with this outflow until 2013. This is possible as the major outflow has not been mobilised yet. In 2014, a shortcoming in budget will occur which can be compensated with the remainder of 2013. In 2015 arises a shortage which cannot be compensated with previous years. This lasts at least until 2018. The total reductions involve 19,91 Fte. This represents 716,7 hours. From this amount, 280,8 hours will have to be filled in by new employees this stands for 7,8 Fte. The municipality will have to take into account that a large outflow of personnel will occur. Also people with important jobs like managers and the general manager/the town clerk will flow out of the organisation.

From 2013 onwards, 24 people will flow out of the organisation. Of this number, 4 people are not paid by the municipality so job educational level is unknown. Table 6 includes the remaining 20 employees, and shows amounts of employees per educational level, flowing out of the organisation within the coming 7 years.

Table 6 - Amount of employees flowing out of the organisation

Educational level	Amount of employees
VMBO	2
MBO	5
HBO	10
WO	3
Total	20

Reprinted from personnel file municipality of Winterswijk

In 2010 there was a rise in the outflow percentage nationwide, which decreased in the previous three years. In 2011, the outflow percentage was 6,7 %, a decrease of 1,9 % in relation to 2010. Because the inflow percentages have decreased strongly, there is a shrinkage in the amount of employees within municipalities.

As a result of the crisis, decreasing budgets in combination with cost reductions, form the reduction in dynamics of the inflow and outflow at municipalities in 2011. At the moment, employees with fixed jobs rather stay where they are and don't take any risks. The proportion of fulltime and part-time employees flowing out of the organisation has changed compared to 2010. As in 2010, the outflow consisted of 54,1 % of fulltime employees, in 2011 this decreased to 50,4 %. In 2010, the amount of people with employment longer than 10 years and who left the organisation (compared to 2009) expanded with 5 %. In 2011, within this category there was again a large growth in outflow. Within two years' time, the outflow of employees who were employed for 10 years or more increased from 25,6 % to 35,8 %. The amount of employees who were hired for less than 10 years declined. In 2011, the average age of employees flowing out of the organisation was 47,7 years, which was higher than in 2010. Back then, the average age of employees flowing out of the organisation was 45,9 years. The amount of employees of 60 years and older has also increased significantly in 2011 (Personeelsmonitor 2011 Cijfers die om actie vragen, 2011, p. 28).

4.2.4 Outflow by educational level

In the year 2012, 7 employees left the organisation with the stimulating measure before turning 65. These were 2 employees on VMBO level, 4 on MBO level and 1 on HBO level. None of them have been replaced . This indicates that in 2012 there were more lower level jobs than in 2013. Also 8 employees left the organisation because of other reasons than (early) retirement. One employee worked on VMBO level, one on a MBO level, 3 on a HBO level, and 3 on a WO level;

Table 7 - Outflow reasons and amounts

	Stimulating measure 63+	Other	Total
VMBO	2	1	3
MBO	4	1	5
HBO	1	3	4
WO	-	3	3
Total	7	8	15

Reprinted from personnel file municipality of Winterswijk

As can be read from Table 7, no large shifts can be witnessed between the disappearance of certain levels of education within the municipality of Winterswijk even though on a national level, the asked educational level is rising. In 2013, numbers recorded until May show the departure of 3 MBO level employees and 6 HBO employees of which only 3 HBO jobs were replaced by new (external) employees. The other 5 employees moved to the ODA; (in Dutch: Omgevings Dienst Achterhoek) or the VNOG and 1 divided tasks over remaining employees.

4.2.5 Outflow according to age and gender

According to the latest information of the A+O Fund Municipalities, the outflow per age and gender in 2011 is pictured in Figure 6. This indicates high peaks in the outflow of men around the age of 63 and the age of 65. This is much higher for men than for women. For the coming years, a similar pattern in the outflow of employees is expected. In general, in the higher age categories, men are more presented than women. Therefore, they form the largest group of employees flowing out of the organisation. Figure 6 shows national outflow numbers in amount of employees in 2011.

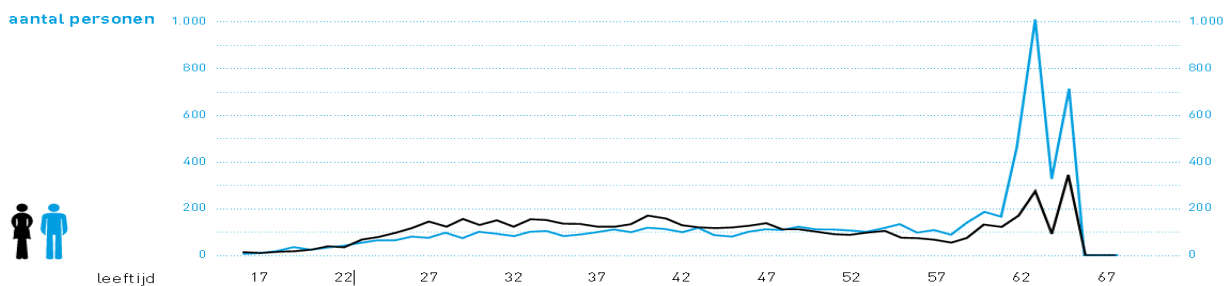


Figure 6 – National outflow according to age and gender in amount of employees, 2011.
Reprinted from A+O Fund Municipalities, 2011.

Women outflow the organisation at a younger age than men. The average age of men leaving the organisation is between 60 and 65 years, with a peak around 63 years. A relatively large amount of women outflow the organisation before they turn 40. The average age of men outflowing the organisation in 2011 was 50,7 years (this was 48,6 years in 2010) and that of women was 44,0 years (this was 42,7 years in 2010) (Personeelsmonitor 2011 Cijfers die om actie vragen, 2011, p. 28).

4.2.6 Expected outflow from retirement

The FPU; Flexible Pension and Retirement (in Dutch: Flexibel Pensioen en Uittreden) arrangement applies to employees born in the years up to 1950, when they have worked uninterrupted for one or several employers connected to ABP; General Civil Pension Fund, (in Dutch: Algemeen Burgerlijk Pensioenfonds) and when the employee worked 6 months uninterrupted prior to the FPU period. (Algemeen Burgerlijk Pensioenfonds; pensioenfonds voor overheid en onderwijs, 2013)

According to A+O Fund Municipalities, based on the pensionable age (65 years) and the expectation that 90 % of the employees chooses for FPU at the age of 63 (possible until 2013), a prognosis is made of the outflow in the coming five years (A+O Fund Municipalities, p. 33). The arrangements which are made from 2013 onwards are not included in this prognosis, which means a postponement of the pensionable age in the coming years and the elaboration of the pension of choice. Also outflow because of other reasons is not included.

In total, over 5 years' time, 20.000 municipal officials will outflow the organisation in connection with the reaching of the pensionable age or choice of FPU, the largest outflow has taken place in 2012 with almost 5.500 persons countrywide, see Table 11. This means that in 2012 there was an outflow of 3 % based on the aforementioned reasons (A+O Fund Municipalities, p. 33).

As can be read from Table 8, a total of 20.213 employees are supposed to flow out of the municipal organisation in the years 2012 up to 2016. Over 8.000 of these people are employees who have chosen to make use of the FPU arrangement, which means a withdrawal out of the organisation before the age of 65. Over 12.000 have reached the age of 65. Table 8 shows the forecast of the amount of employees that are going to flow out of municipalities from the year 2012 onwards with over 4.500 employees expected for the year 2016.

Table 8 – Outflow prognosis 2012-2016 for municipalities according to retiring age & FPU

Year	Amount of outflow (FPU-agreement)	Amount outflow (pensionable age)	Total
2012	3.729	1.754	5.483
2013	4.274	175	4.449
2014	0	2.140	2.140
2015	0	3.614	3.614
2016	0	4.527	4.527
Total	8.003	12.210	20.213

Reprinted from *Personeelsmonitor 2011 Cijfers die om actie vragen, 2011*

4.2.7 Summary inflow, through-flow and outflow analysis

Table 9 shows the inflow, through-flow, and outflow numbers for the municipality of Winterswijk for the year 2011. Numbers are extracted from the personnel file.

Table 9 - Inflow, through-flow and outflow for the municipality of Winterswijk, 2011

	Inflow	Through-flow	Outflow
Men	1	7	34
Women	0	4	6
Total	1	11	40

Reprinted from *Personeelsmonitor 2011 Cijfers die om actie vragen, 2011*

Through-flow has risen from a total of 6 employees in 2010 to 11 employees in 2011. There were 0 women flowing in the organisation while this was 49,9% nationwide. The average age of people flowing in the organisation was 37 years, nationwide this was 38,8 years. The outflow in 2011 contained 15% of women, nationwide this was 45,3%. The average age of people flowing out of the organisation was 47,8 years, nationwide this was almost the same (*Personeelsmonitor 2011 Cijfers die om actie vragen, 2011*).

Table 10 shows the inflow, through-flow and outflow percentages for the municipality of Winterswijk from 2009 up to 2011. The inflow percentage has decreased to 0,5% in 2011.

Through-flow has gone up to 5,6% as this is again stimulated within the organisation and the outflow percentage has risen up to over 20%. These numbers compared to similar sized municipalities shows that the inflow percentage is around 5% lower in Winterswijk.

Through-flow is higher for Winterswijk with 5,6% compared to 3,9%. For 2011, there was an outflow of 20,3% for Winterswijk and for similar sized municipalities this was 6,5%.

Table 10 - Winterswijk compared to similar sized municipalities in %, 2009-2011

%	Winterswijk			Same size municipalities		
	2009	2010	2011	2009	2010	2011
Inflow	5,7	2,1	0,5	10,1	6,6	5,4
Through-flow	5,3	2,5	5,6	3,5	2,9	3,9
Outflow	5,3	4,2	20,3	6,5	6,6	6,5

Reprinted from personnel file municipality of Winterswijk in combination with Personeelsmonitor 2011 Cijfers die om actie vragen, 2011

4.2.8 Conclusion flow analysis and importance of implementing SHRP

The extent to which the environment is dynamic depends on the pace of changes in market and technology. The more dynamic, the more the focus on flow processes. In the future, not the amount of employees will be most important but the skills and capabilities an employee possesses to be able to cover a wide range of responsibilities and tasks. To be able to have the right amount of employees at the right time, forecasting is an important process combined with attraction, retention and development. Employees are the human assets a company owns and which add value to all the business processes a company is involved with. Managing the human resource flow process well, can prevent the company from facing complicated problems.

4.3 Internal analysis

The following paragraphs describe the internal environment of the municipality of Winterswijk by presenting the most relevant information on the latest changes and on expectations for the near future.

4.3.1 Mission and vision

In 2013, the mission and vision of the municipality of Winterswijk have been adapted. This new formulation will ultimately bring about an adaptation in the organisations' culture. This will be combined with the new organisational structure which will come into existence in 2014. The following is the new mission statement of the municipality of Winterswijk;

“We are an agile, trustworthy, and serviceable organisation, who in collaboration with our partners works on a pleasant living and working climate. We show our co-responsibility for the wellbeing of the society in Winterswijk. We are an organisation on which the board can depend, on which citizen and companies can appeal to and on which employees of the municipality of Winterswijk are proud”.

The vision contains the following information;

“The municipality of Winterswijk is a professional, financially healthy, trustworthy and ambitious municipality who thinks along, works transparently and achieves her goal together with partners. As a municipal organisation we flexibly and adequately adapt to changes and we stand in the middle of the society. We work in a demand- and result focused way and are directed at cooperation”.

This vision is formulated through the use of the following slogan: ‘Winterswijk? Of course!’
(Gemeente Winterswijk, 2013)

Since 2008, the focus of the municipality lies on a more client and result oriented approach. The municipality wants to work as efficient as possible. Through change trajectories this has been accomplished. The aim was to have less management layers so that decisions were simplified in the organisation. Eventually one layer of managers was taken out of the organisation. In 2013, some managers have a staff of over 40 persons which is quite large to control. Therefore, a larger role of the team coordinators will be asked to take over some tasks and responsibilities. In this way there are less layers but control is spread over several people (See Appendix A – Organisational flowchart).

4.3.2 Monitoring knowledge and competencies

Within the organisation, employee information on knowledge and education is gathered in employees’ files printed on paper. This does not have a systematic approach. During the application procedure, people are judged by their capabilities and gained educational level compared to needed competencies per job profile. These competencies are based on the Dutch FORSE characteristics namely; flexibility (including adaptability), market / environmental orientation, result oriented, and cooperation. These competencies have not been linked to other human resource management processes within the organisation like job evaluation interviews or the Vlootschouw. Within the organisation, managers have a view on their teams’ skills but this is not shared throughout the organisation. Therefore, managers do not have a complete image on what is present within the entire organisation. For the municipality of Winterswijk, information on knowledge and competencies is of importance as when the organisation knows what in-house skills they have, they can respond to future situations by educating employees or by switching employees from one job to another.

Also, other competencies are asked of the personnel. Being an expert is not sufficient any more. Think about communicative competencies, being proactive, giving feedback, own responsibilities, being flexibly serviceable in diverse areas, no nine to five mentality, being authentic, having overview, having good manners, etc. (A+O fonds Gemeenten, 2011). The more people there are on the labour market, the more choice organisations have in selecting personnel. They can make high demands on the competencies of future personnel. Being flexible is now one of the most important characteristics that an employee should possess as organisations have developed a broadly serviceable view on the organisation and its employees. In this way employees can easily switch tasks or take over new tasks when the organisation has to economise and adapt expectations.

As mentioned before, employees are judged by the FORSE competencies during their job interview. In the future, these competencies need to be extended per job profile. In the end, competencies should be linked to strategic human resource planning itself, to integrate employee information and to have more complete information for future decisions.

4.3.3 Talents in the organisation

At the moment, the organisation has no tools applied to evaluate which talents are present in the organisation. A Vlootshouw has been conducted in previous years to research if there were people outshining others. For a description on the Vlootshouw, see Paragraph 6.1 Several people were selected and they were offered a management course. This was a single action which was not repeated in recent years. There is no policy present which describes what is conceived as a talent and what further steps have to be undertaken. In combination with the need for employee flexibility in the future, talent management will become an important part of personnel management. The need for attention to successful employees in diverse fields will become a future point of attention in organisations.

4.3.4 Employees satisfaction research

Several results from the employee satisfaction research within the municipality of Winterswijk are remarkable and give an indication on the satisfaction rate under employees. Information is retrieved from the Medewerkers Tevredenheids Onderzoek 2011 which is extracted from the personnel file of the municipality of Winterswijk. (Gemeente Winterswijk, 2011)

- In total, 85% of employees is satisfied or very satisfied about their job.
- The workload pressure scores worse than previous years, pressure has risen.
- The extent to which the organisation is result driven is still a point of attention, 42% votes neutral.
- About 20% is unsatisfied about the way the direct manager manages, 60% is satisfied and 20% scores neutral.
- Independence is highly valued, 90% of employees is satisfied about this.
- Around 53% is satisfied about their career development, 38% votes neutral and 72% feels like they can develop within their function.
- About 86% reports to have varying work.
- Being able to get education or training is judged unsatisfactorily by 60%.
- Involvement is judged high by 87%.

4.3.5 Rejection of tasks

Winterswijk has disposed of services like the Field work, (Buitendienst), Social Affairs, the Sanitation Department, and the fire-brigade. The rejection of tasks especially emerged from the fact that quality and efficiency had to be guaranteed and costs had to be saved. In the past few years, the organisation has adapted to the cuts in budget by disposing tasks.

4.3.6 Summary/conclusions internal analysis and importance implementing SHRP

As can be stated from the internal analysis, several changes have occurred and are expected to occur in the coming few years. To begin with, a change in the organisations' culture might occur in the coming few years based on a newly designed mission and vision. At the same time, over 80% of employees report satisfaction about executing their jobs. The workload pressure scores worse than previous years because pressure has risen, this is the effect of stimulating outflow, preventing the organisation of too much inflow and by dividing tasks over the remaining employees. Being flexible is now one of the most important characteristics that an employee can possess as organisations have developed a broadly serviceable view of the organisation and its employees. In this way employees can easily switch tasks or take over new tasks when the organisation has to economise and adapt expectations. About 86% reports to have varying work, this can be experienced positively with the future alignment of the organisation; personnel should be flexible and broadly serviceable. This could indicate that employees are already getting used to diverse tasks and activities. Being able to get education or training is judged unsatisfactorily by over half of the employees pointing at the restricted way the organisation can spend her money. At the same time, competencies are not measured and talents which might already be present in the organisation don't get attention in the sense of further training or promotion.

In general, it can be concluded that many important changes are expected for the coming years at the municipality of Winterswijk. To stay ahead and to be able to timely react to the changing personnel file, a strategic view should be developed. With a long-term vision, the municipality will not be surprised by coming changes which, in this way, saves time and money. There has now been created a complete image of all coming changes on paper and the need for strategic human resource planning has become a fact.

5. Findings observations, documents, and interviews

All findings gained from the observations and the conducted interviews are presented in the following paragraphs, complemented by the document analysis. The findings from the interviews by the means of a questionnaire are divided into four different topics namely; involvement and motivation, communication, role division and resistance to change. These categories are based on theory in Figure 3 (Paragraph 2.7) and are further explained in the methodological Paragraph 3.2.3. The explanation in Paragraph 3.2.3 lists the subjects which are asked per category. The questionnaire is listed in Appendix C. The summarising tables in Paragraph 5.3 are the core of the results and are followed by a detailed explanation, altogether answering sub-question 5.

5.1 Findings observations

The most important findings from the observations of the meetings with the project group and the interviews conducted with the management team by interMaction are presented below. This includes findings on the roles of the different participants and their commitment based on the six conditions from Figure 3, Paragraph 2.7; culture, leadership, time to complete the innovation, amount of employees necessary, financial means, and the role of the stakeholders. In Chapter 6 a direct link between the findings of the observations and literature is made.

- Not all members of the project group were always present.
- Not all members of the project group seemed to show motivation.
- No regular updates on information were communicated to the management team.
- The project group was established by the personnel department.
- Problems were solved ad hoc.
- Guidelines and structure on informing stakeholders and planning were lacking.
- interMaction cancelled several meetings and was always late for appointments.
- Meetings were not always fully prepared by interMaction.

What has been reluctant is that the timing of the interviews was problematic. interMaction had asked for interview sessions of 1,5 hours and of which only one was rounded up within the agreed time limit. The other five interviews needed an extra appointment. Therefore, there was more time needed to fill in the tool. Also, the timing of interMaction was poor, interviews always started around fifteen minutes later than planned. Eventually, the deadline was set again for the tool to be filled in but this resulted in problems with the A+O Fund Municipalities because the financial means were set up to November. interMaction works with a no cure no pay procedure thus the municipality did not have to carry any costs. In general, cooperation between the project group and interMaction proceeded well but the aforementioned points led to irritation at the personnel department but were not dealt with.

No responsible person from the municipality was pointed out so that no one wanted to take on the job to confront interMaction with their shortcomings. A confrontation would have speeded up the process and would have improved cooperation.

5.2 Findings document analysis

Findings from the literature review are represented in Chapter 2 providing information on strategic human resource planning and conditions for successful implementation, approaching it as an innovation or change management. The findings from the analysed documents from the personnel information system of the municipality of Winterswijk and the internet are processed in Chapter 4. Resulting in an external and internal analysis proving the need for a strategic approach to the personnel information system.

5.3 Findings interviews

The following results came out of the interviews conducted with the management team. All findings are divided per category based on the research model consisting of the categories; involvement an motivation, communication, role division, and resistance to change.

5.3.1 Involvement and motivation

By the means of proposing research questions to the selected respondents, an image has been created on what the current situation is concerning the knowledge and opinions on strategic human resource planning. In the following paragraphs the respondents expectations of SHRP are described as well as their view on what term SHRP will be beneficial for the organisation. This is followed by respondents view on the moment of implementation. Table 11 shows an overview of the most important outcomes followed by an explanation.

Table 11 – Findings involvement and motivation

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
1. Involvement and motivation						
Acknowledge benefits SHRP	Yes	50/50	Yes	Yes	Yes	Yes
Acknowledge benefits interMaction	Yes	Yes	Yes	Yes	Yes	Yes
Functioning term SHRP	3-5 years	2-3 years	3-5 and 5-10 years	Long-term	Short-term	Long-term
Estimation colleague managers opinion on SHRP	Positive	Doubting	50/50	Positive	Positive	Positive
Moment implementation SHRP	x	x	Rather today than tomorrow	Cannot go fast enough	High time for effective implementation	x
Moment arising need for SHRP	7/8 months ago	The need existed for months but not in the form of SHRP	Not exactly clear but I when was I was introduced to the MT it was clear	About 2 years ago	About 1-2 years ago during presentation personnel department	2011
Influence A&O Fund Municipalities	Yes, has simplified choice		Yes, has speeded up the process	Has influenced the choice for interMaction	No	Yes, has speeded up the choice for interMaction

➤ SHRP knowledge

All six respondents have knowledge on SHRP. They all made clear that implementing SHRP makes it possible to get insight in the current and future personnel file including information on knowledge, competencies and development of employees which should help the municipality to anticipate to the coming internal and external changes in the next few years.

Two managers mention to be interested in cross-sectional details gained from the new SHRP file including data on the relation between men and women in combination with knowledge and experience. One respondent mentioned that this will lead to having the right people available at the right moment within the organisation. Managers endorse the fact that from the year 2017 onwards, a large outflow of 65 year olds will occur which should makes us now focus on who and what is going to leave the organisation, person-wise but also knowledge-wise. All managers agree on the fact that SHRP in combination with the chosen tool will provide insight to the future which makes clear what course they are going to head for.

Three individuals state that they want SHRP to give insight in current numbers like amount of employees, inflow, through-flow and outflow, education, experiences and ambitions, and developmental potential of employees in a way that a clear image can be created on what the situation is at hand and how this can be used to respond to future changes. It is also stated that at the moment, personnel is judged by managers' individual knowledge which is filed within the organisation but this information is mostly known by heart. In this way, information can be overlooked as this is not shared amongst one another. Another manager mentions that information about who is going to outflow the organisation at what term is important to possess. Two managers describe that SHRP should give direction of where the organisation has to steer to. It should be the basis or the framework from where the municipality can make decisions and how this makes the policy to respond to this. Four managers claim that the tool itself will be successful when it offers the insight to respond to future changes with the right personnel file so that it gives steering to the organisation and her changes. In this way (natural) outflow but also the case of insufficient growth possibilities for employees can be examined. One manager states that "when ten percent of the employees will work on their own personal development, the tool is a success". One manager describes that when all the data is imported efficiently, the tool will become a success even though she believes that this is a case of the personnel department. It can be stated that all managers admit the added value of strategic human resource planning for the municipality. As mentioned before, according to the managers, especially a public organ like the municipality can benefit from SHRP as external recruitment has become a no go and while an uncertain image of the future is approaching. Even though some managers have a doubting image of the effectiveness of SHRP on the long-term, its short-time benefits are acknowledged by all six managers. This also means that managers see SHRP's surplus value for themselves as a manager as it can enrich managers' knowledge of all employees throughout the organisation whereby conversations about job evaluation and assessment can benefit of the overall and up-to-date image that has been created around an employee. This will lead to a faster and more accurate anticipation of managers. Five managers are looking forward to the implementation of strategic human resource planning, apart from the managing director/town clerk who says that looking forward to SHRP is overdone.

➤ **Surplus value SHRP**

Four respondents believe that the other managers all have a positive opinion on SHRP. Only one of these four mentions that the amount of time that has to be spent on filling in the tool and keeping it up to date could be an issue. Another manager says that one manager will be more content than the other, with a fifty-fifty relation. One manager described the fellow managers' opinions about the introduction of SHRP as hesitant, and felt like they would doubt the surplus value of SHRP and its implementation. This opinion belongs to the general manager/town clerk who believes that half of the managers have a positive opinion and half have a negative opinion on the introduction and implementation of SHRP. The general manager/town clerk is one of the persons reluctant to the long-term benefit of SHRP and the only one who believes that fellow managers do not acknowledge the surplus value of strategic human resource planning for the municipality of Winterswijk. The five other managers are convinced of each other's knowledge on the benefits for the organisation. When asking about the significance of interMaction, all managers believe their colleague managers see the surplus value of the company, but one of them stated; "it is not about the tool but it is about the purpose". The managers haven't played a part in the selection process for the company nor the tool but until now, they are satisfied with what has been done so far.

➤ **Functioning term SHRP**

What is striking to see is that in total three managers state that strategic human resource planning can function on the long-term of which all three have a Master degree. Of these three, one states that SHRP can also function on the medium to long-term including one other manager who also has studied at a university. Two managers who believe in the effectiveness of SHRP on the short-term have both studied at a HBO or HBO+ university of applied sciences. This contrast in educational level could explain why some respondents believe in the effectiveness of SHRP on the long-term and some in the short-term as HBO studies are more focused on the practical part of human resource management which includes execution of human resource functions, while universities focus on the strategic impact of HRM while keeping in mind internal and external factors which could influence this process. HBO studies are practical while Master studies are scientific.

➤ **Moment implementation SHRP – moment arising need for SHRP**

All managers agree on the fact that SHRP should have been applied years ago. Throughout the years, a need for SHRP has arisen because of the urge for a more structured and effective personnel planning system as it has shown its shortcomings. Now the managers are aware of the coming changes both internally and externally they are longing for SHRP to be effectively implemented. During the years that the need for a more complete and structured personnel system which could respond to all needs had arisen, it was not yet called SHRP by the managers as some of them were not aware of its existence and the personnel department had not yet introduced the idea. This has been a process which resulted in the eventual need for SHRP as this could solve their problem.

Three managers describe that around seven months ago they got involved in the implementation of SHRP through a presentation organised by the personnel department. Three other managers describe to be involved since 2011 of which one is the manager of the personnel department. Although several managers point out that SHRP should have been introduced years ago, they mention to have understanding for the lack of time that the personnel department stated to have. Therefore, the moment when the managers were informed about SHRP and the involvement of the company interMaction and their tool to successfully implement SHRP was received positively. No one wanted to be engaged in this process earlier, nor later. All six managers mention that the actual need for SHRP (in this form) had just arisen and that therefore, the personnel department introduced further plans for SHRP at the right moment. This is striking with the fact that at least half of the managers would have liked to see SHRP introduced years ago and this shows sympathy for the conditions that the personnel department has to function with. Five out of six respondents state that they have brought up their needs for SHRP earlier through communicating this to the personnel department. In this way, they have co-decided about the emergency and necessity of SHRP for the municipality. Another manager who mentioned communicating its necessity earlier on, is manager of the personnel department.

➤ **Influence A+O Fund Municipalities**

By asking the question if the compensation of the A+O Fund Municipalities had played a role by choosing for SHRP and the tool of interMaction, varied opinions came up. About four out of six managers believed that the fund had played an important role in choosing for SHRP. One manager stated that it speeded up the process of putting SHRP on the agenda. Another manager stated that it has simplified the choice for SHRP but it was not the decisive factor. It was also stated that when SHRP and/or the tool would end up in a failure, disappointment would be less as there hasn't been a financial loss. Another manager said that it must have had a major influence on the decision to choose for the tool and to execute it on the short-term. The fourth manager who believed that the A+O Fund Municipalities has had an influence on the municipality's choices, said that it didn't have an influence on the choice for the implementation of SHRP but it did have an influence on the choice for interMaction and the tool. Without the fund, the municipality would have chosen for another company or other way to implement SHRP. One manager stated to believe in SHRP and that the compensation should not have had any influence. Finally, the managing director/town clerk stated that he had not consciously chosen for interMaction or the tool and that any tool could be appropriate, maybe trying to avoid to state that the A+O Fund Municipalities had been a great financial support or showing that SHRP was that high on the agenda that it would have been implemented anyways.

5.3.2 Communication

In this paragraph, respondents knowledge and opinions are presented about how several ways of communication have proceeded. This involves the presence of respondents at organised presentations but also what information was provided on strategic human resource planning and the tool.

Secondly, respondents knowledge on existing consultation bodies, both formal and informal, has been monitored. Table 12 presents a short overview of the most important findings on communication followed by a further detailed explanation.

Table 12 – Findings communication

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
2. Communication						
Knowledge amount of presentations organised	3	3	2	2	2	1
Amount of presentations attended	2	1	1	2	2	1
Information provided	No	No	No	No	No	No
Information presented at presentation interMaction --> MT	Explanation tool, content/purpose , expectations MT	Summary SHRP, approach/ explanation tool	Explanation system/tool	Explanation SHRP/tool, how it functions	Explanation tool, purpose and insights it offers	How we can react to future changes
Thinking along implementation	Yes, adjustments were possible	No, no idea what the tool holded	Yes, about implementation and norms.	Yes, variables were adjustable	Yes, always possible to think along	Yes
Formal consultation bodies present	Consultation body personnel department	No	No, but there has been formal consultation within MT	Consultation body personnel department / formal consultation within MT	No	No
Informal consultation bodies present	No	Personnel meetings/between OR/managers and town clerk	No	No	Conversations with personnel department. Will increase in the future	In Bila's with the personnel department
Giving presentation to employees	No	Yes	Yes	Yes	Yes	Yes

➤ Presentations

Half of the respondents have attended one meeting and the other half has attended two meetings. There are only two managers who state that there have been three or around three meetings of which one manager visited two presentations and the other manager only one. Attendance was low. The person who estimated there to be around three presentations and only visited one was the managing director/town clerk. A reason for that was a lack of interest for a presentation organised by the personnel department for a group of people from Mobility Network Achterhoek (Mobiliteitsnetwerk Achterhoek) who received an explanation about SHRP. Five out of six respondents felt like they could think along during the presentation of interMaction. They indicated that they were there to especially absorb all the information but that they were able to give their opinions about the form of the tool. One manager felt like it was a presentation where he could only get information about the tool. Because this person had no previous knowledge on SHRP or the tool, the tool and analyses were described as theoretical by nature. This explains why this person is being reserved about the outcomes of the tool and SHRP. When seeing it as purely theoretical, its value and power are underestimated.

➤ **Consultation bodies / project group**

Four out of six managers are not aware of any formal consultation bodies. Two managers mention that there has been created a team with the manager of the personnel department, two employees of the personnel department, me as graduate student and our contact person from interMaction. One manager believes that there is a chance that a work group is created later on. Three managers describe that until now, there haven't been any informal consultation bodies or structures. One manager states that only the necessity of implementing SHRP was discussed in the management team, another mentions that bilateral conversations have taken place between managers and the personnel department. Another manager states that in the near future this will occur when SHRP is implemented and choices have to be made concerning the personnel file for the long-term. This person does mention informal conversations with the personnel department. Finally, the managing director/town clerk states that there have been conversations with other managers, the Works Council (OR) and that there have been staff meetings.

➤ **Informing managers**

It is remarkable to note that four of the respondents have no idea of how much time they should reserve to keep the tool updated. This includes the manager of the personnel department. Until October 2013, the managers have only received information on how long the interview with interMaction is going to last; one and a half hours. One manager believes that they will have to make agreements on the amount of time that they have to spend on keeping the tool up to date. The manager of the personnel department believes that with five minutes per employee the tool can be edited. The managing director/town clerk describes the time spent on the tool as a weekly task which cannot be expressed in time as at least thirty percent of managers' time is unpredictable. Only one manager has a clear vision on how time should be spent for updating the tool. This person expects to need three half days after the personnel conversations cycle and one afternoon to analyse data. She also expects that new questions among the members of the management team will arise which ask for half a day of answering. Finally, the overall image of the six managers was that they all had a lack of time but that they were all open to spend time on strategic human resource planning. All managers have a positive attitude toward spending time on adopting and implementing SHRP and the related tool.

➤ **Informing employees**

Almost all managers are convinced about the surplus value of giving a presentation about SHRP to the employees once SHRP is totally implemented. They mention that employees have to be aware of changes made to the original Vlootschouw. Employees should be aware of within company chances concerning career possibilities, known as internal mobility. Another manager indicated that employees can then give their opinions about outcomes of the tool. There was only one manager who stated that there was no need to organise a presentation on the internal changes caused by SHRP.

5.3.3 Role division

The way roles are divided on paper is often the most effective way but does not always correspond to reality. The following information describes the roles of the managers, the personnel department, the role of employees and the role which interMaction has executed until now, according to the respondents. Table 13 shows an overview of findings on the role division.

Table 13 – Findings role division

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
3. Role division						
Role personnel department	Informing towards MT and interMaction, communicative, checking information	Administrative, supporting, adjusting	Facilitating, supporting, analysing	Leader of the project	Coaching managers, guarding personnel details and reliability, knowing regional trends	Monitor the implementation, making it a priority
Role employees in the implementation process	No	No	No	No	No	No
Role employees in dealing with output SHRP	No	Yes	Yes	Yes	Yes	Yes
Opinion / thinking along employees necessary / of surplus value	No	No	Not applicable	No	Not applicable	Yes

➤ Role managers

For the process of the introduction, adoption and implementation, respondents have a different view on what their contribution should entail. Only one manager mentions that a managers' role is to discuss the outcomes with the employees and to see where for example education is needed. This manager, among other departments, steers several project teams where this person benefits from competencies as effective communication skills and people knowledge. Another manager sees a role in yearly updating the tool and expects to be approached by the manager of the personnel department when more tasks have to be executed. In turn, the manager of the personnel department, feels like an ambassador for the management team to keep them updated on information and changes concerning SHRP and the tool. In this way, involvement within the management team can be created.

➤ Role personnel department

All respondents agree on the fact that the choice for the company interMaction and its tool has been a case of the personnel department. All managers express a matter of trust in the personnel department for making the right choices in selecting a company and tool for the municipality. None of the managers see a personal role in this selection process as, according to them, this does not belong to their tasks. They did not want to play a larger role in this matter and they are satisfied with the company interMaction so far. Judging this choice is complicated as at the moment managers have only attended the presentation of interMaction.

➤ **Role employees**

The opinion of the respondents concerning the role of the employees in the implementation is clear, employees should not be involved as this only costs time and it hampers the process as it doesn't have any added value. There is a role for them in handling the outcomes through for example job evaluation conversations between employees and the managers based on outcomes developed through SHRP.

5.3.4 Resistance to change

In this final paragraph on the findings of the interviews, respondents have shared their experience with employees' resistance to change. As theory proved that resistance to change could be part of any implementation of an innovation, attention has to be paid to factors which could positively influence opinions and actions. Besides, literature written about the positive contributions of resistance to change could be applied to transform negative attention into positive outcomes. Apart from the applied theory, it should be kept in mind that there is a large chance for resistance to change by employees who are working for the municipality for many years, have gone through several phases in which they had to adapt to decisions resulting from cost reductions, and for example changes in the organisations' mission and vision. The coming years are not expected to be less turbulent as the organisation has to adapt to decisions made by the central government. Resistance to change can arise or increase by the growing number of changes an organisation has to go through. Table 14 shows a summary of the most important findings on resistance to change.

Table 14 – Findings resistance to change

	Respondent 1	Respondent 2	Respondent 3	Respondent 4	Respondent 5	Respondent 6
4. Resistance to change						
Are employees flexible	Eventually	Fairly flexible	80%	Very flexible	Yes	Yes
Mentioned reasons resistance	Tired of changes, age, habituation	Personal fear	Age, length of employment	Fear of personal capabilities and content new tasks	Personal insecurity, afraid of not achieving quality, loosing grip	Disliking new tasks, personal insecurity

➤ **Employees' flexibility**

All respondents indicated to have been confronted with employees' resistance to change. Shifts of people within the organisation occur as some jobs disappear so that people have to change jobs. This has played a big role during the past two years and still plays a big role today as the municipality is cutting costs. People who have worked for the municipality for a long period of time have gone through multiple periods of change which could make them tired of change. Other reasons mentioned that employees resist to change are age and length of employment. According to the managers, often one of these two factors plays a large role but in most cases not in combination with each other. Also, people being used to the same tasks for many years is mentioned as a negative influence on employees' flexibility and adaptability to new situations. Some jobs have become redundant like for example project groups where tasks have diminished enormously and where employees have been given the chance to internally move to another position.

These positions are not always in line with people's expectations, ambitions and competencies and therefore, they do not always want to change. An example of this is how Child Care is going to become part of the municipality's duties which means that internally people have to be chartered to start working for this department soon. Another example of employees resisting to change was when personal goals were updated so that employees had to become more focused on performing and achieve organisational goals. This has been seen as an obstacle for some as employees were rooted in their daily tasks and were not looking forward to change along with the organisations' new mission and vision. Another factor that has shown resistance to change is the decentralisation process which is an important returning factor over several years when for example organisation's goals change or when a new managing director/town clerk has been commissioned. Under employees who have been working for the municipality for a long time, it can lead to becoming tired of change. Managers mention that one department is more flexible than the other, this can depend on several factors like team composition, departmental atmosphere or educational level of the majority of the team. One manager describes that the higher employees are educated, the more flexible they are and the easier they respond to change. Five out of six managers assert that their employees are in the end pretty flexible as people don't have a choice but to participate. The younger generation has more ease in adapting than the older generation. People have been critical about change but in general they all think along. Examples of people being flexible show in the fact that because of the economy measures employees had to take on more tasks with less people. At the same time, there are also successful cases of people being internally transferred to other departments who have seen this as a positive twist to their careers. In the end, flexibility and resistance to change differ per individual employee.

5.4 Summary and conclusion

Respondents are knowledgeable about SHRP and admit the importance and surplus value on the long-term. Because of future internal and external changes which are about to come, the organisation needs a strategic approach. In combination with new tasks that the municipality will receive and the coming large outflow of personnel within five years' time, there are many reasons for the respondents to focus on the future situation. The respondents believe that the selected tool will assist in giving insight in which adaptations are necessary in the personnel file to be able to achieve organisational goals. Respondents differ in their opinion if SHRP can function on the long-term. Making personnel information (which is now known per manager) known throughout the organisation, making every manager benefit of personnel details is mentioned to be a great advantage for the managers and the organisation. In general, SHRP and the tool are received positively apart from the general manager/town clerk who doubts the long-term functioning. The need for SHRP was communicated earlier on by the respondents to the personnel department which made the respondents co-decide about the urgency and necessity of SHRP for the organisation. Respondents state that the personnel department has initiated the process of implementing SHRP at the right moment. Finally, the A+O Fund Municipalities has played a meaningful role in choosing for SHRP and implementing it with the tool of interMaction.

All respondents acknowledge to have received several invites for presentations on SHRP and the tool of interMaction. It is striking to see that respondents say they are willing to make SHRP succeed while it took four invitations to make managers attend one meeting together. The subject of SHRP has not received much informal attention in day-to-day meetings. At the same time, none of the managers are informed about the time-path of the implementation process. They have no idea on what their exact future tasks will entail and which time reservations they should or what expectations they should have. Also, the manager of the personnel department has no information on this. All respondents did indicate that they are willing to spend time on keeping SHRP up-to-date and show a positive attitude. Five out of six respondents is convinced of the surplus value of giving a presentation to the employees about SHRP and the tool of interMaction.

The opinion of the managers on the role division differs clearly. Some only mention a role for themselves in participating in the interviews as others describe their role as stimulators of the tool. According to the respondents, the role of the personnel department was described as supporting, facilitating, administrative, analysing and adjusting. Leading and executing the implementation process in cooperation with interMaction was also mentioned as a core task. Whereby the personnel department makes all the important decisions and leads the process to a success. Respondents agree on the fact that the choice for interMaction and their tool is made by the personnel department whereby the managers trust the department for making the right decisions. They do not see any tasks for themselves in the selection process. They state that the personnel department has to give shape to SHRP. Most respondents see a role for the employees in thinking along about how they would personally want to develop as a response to job evaluation interviews which will flow out of SHRP. According to the respondents, the role of interMaction has, until now, been minor as managers do not get details or updates. Finally, all managers have to deal with employees who show resistance to change. As many employees have been working at the municipality for quite some years, they start to get used to tasks and habits. It has been mentioned that or the older the employee, or the longer the commission, the more resistance to change the employees show.

6. Conclusions, recommendations and discussion

This chapter starts with answering research question 1 concerning the different types of SHRP methods applicable for the municipality of Winterswijk. From Paragraph 6.2 onwards, research question 2 is being answered on how stakeholders can contribute to a successful implementation of SHRP. This starts with the conclusions from the observations followed by the interview results divided into four categories which are maintained throughout this report, namely; involvement and motivation, communication, role division, resistance to change. This is followed by Paragraph 6.3 called recommendations and Paragraph 6.4 with a discussion on limitations of the research.

6.1 Successful implementation

As all details are complete on existing methods to implement SHRP, the first research question is answered;

“Which strategic human resource planning methods exist, and which are applicable for the municipality of Winterswijk, keeping in mind internal and external developments?”

In total, there are seven methods to apply human resource planning, see Table 1, Paragraph 2.3. By combining both quantitative and qualitative characteristics the strategic character is added. The municipality of Winterswijk has chosen to implement strategic human resource planning by the means of a tool consisting of a Vlootschouw, HR3P matrix (Human Resource Performance Potential Portfolio), and an IDU matrix. The first two having a qualitative character and the IDU matrix with a quantitative nature. According to theory, this is a strategic way to approach the personnel information system. For the municipality of Winterswijk, the assistance of the company interMaction makes the implementation procedure less complicated to approach. This way of implementing consists of methods which are recent in literature and are able to deal with current situations and environmental changes. The decision made by the organisation to make use of the company interMaction and the tool determine the methods that the municipality will apply. According to the literature review in Chapter 2, it has been proven that as long as a combination of qualitative and quantitative methods has been made, the implementation process can succeed. This also goes for this specific case at the municipality of Winterswijk. Both the organisations' recognition for the need for SHRP and the expected future internal and external changes described in Chapter 4, prove the necessity for strategizing the HR processes and the existing personnel information system. The decision of the municipality of Winterswijk for making use of the tool asked for deepening of the research and adding a second research question. Not only because the investigated human resource planning methods functioned as background information, but also because the organisation was keen on finding flaws in the implementation process and by finding out how this could be improved for the eventual application period and future innovative implementations. Therefore, in Paragraph 6.2 the second research question is answered which investigates one of the most important conditions for making the implementation a success, namely, the role and involvement of the stakeholders.

6.2 Municipality's conditions for implementation

In continuation to the first research questions, the necessity for creating a long-term, strategic view keeping in mind future internal and external changes has become clear. As the approach has been chosen, the literature review has focused on in-depth information on how to make the implementation of an innovation, in this case strategic human resource planning a success. As mentioned in Chapter 2, several factors came up which make this innovative process succeed, see Figure 2, Paragraph 2.7. One of the most important factors is the role of the stakeholders, in this case the management team and the personnel department. According to the methodological chapter presented in Chapter 3 the management team is researched by conducting an interview and the personnel department and interMaction by observations. Based on Chapter 2, the interview questionnaire is based on four categories, namely; involvement and motivation, communication, role division and resistance to change. The results from the observations and interviews are compared to literature. This paragraph answers the second research question;

“How can stakeholders of the municipality of Winterswijk contribute to the successful implementation and usage of strategic human resource planning?”

The conducted observations and interviews have shown several positive and doubtful findings about managers' role in the implementation process of strategic human resource planning. The research focused on the situation so far and have shown varied findings. A comparison between literature and practise is made at the beginning of every paragraph. It should be noted that neither the “in theory” or “in practice” columns are wrong or right. Both have their strong sides as theory can be used to back up practice but does not always correctly reflect the actual situation at every organisation.

It should be mentioned that for the conclusions based on the observations, not all investigated conditions were described in detail in the literature review. Besides, not all conditions led to direct conclusions. For example the financial support of the A+O Fund Municipalities did not have a direct effect on the personnel departments functioning. Though, it played a background role in the total process.

6.2.1 Conclusions observations

Based on the observations of the project group (including the involvement of interMaction), the following can be concluded when comparing theory to practice;

Table 15 – Observations compared to practice

Conditions	Description	Theory	Conclusions
Culture	-	Avoid emergence different cultures in one organisation by making top management spend time on cooperation with the lower levels in the organisation.	No regular communication on updates to the management team were done. Problems are solved ad hoc.
Leadership	-	Top management must play the role of chief architect or agent of change (Nadler, Thies, & Nadler, 2001)	The personnel department manager was not always present during the meetings.
Time to complete the innovation	For transition and experimentation.	Resulting in DICE factors consisting of; duration, integrity, commitment, and effort (Sirkin, Keenan, & Jackson, 2005).	There seemed to be a lack of time for the managers.
Amount of employees necessary	Manpower.	Resulting in DICE factors consisting of; duration, integrity, commitment, and effort(Sirkin, Keenan, & Jackson, 2005).	The project group was not representative for the entire organisation.
Financial means	Material resources.	Resulting in DICE factors consisting of; duration, integrity, commitment, and effort (Sirkin, Keenan, & Jackson, 2005).	-
Role of the stakeholders	Active participation and involvement of stakeholders from the beginning of the introduction phase up to adoption, development and implementation	-	The personnel department initiated and guided the implementation process of SHRP. Both HR employees participated and delivered information on time. Meetings and cooperation proceeded well. They showed motivation and commitment.
Other	-	-	Guidelines/structure on communication and planning were lacking. Communication between interMaction and the project group did not always proceed well as interMaction cancelled several meetings. InterMaction was late for all the interviews with the managers. Some meetings were not fully prepared because of having a lack of information. Participation and dedication from the hired company needs improvement.

Retrieved from theoretical Chapter 2, including literature from Nadler, D. A., Thies, P. K., & Nadler, M. B. (2001) “Culture Change in the Strategic enterprise: Lessons from the Field” In C. L. Cooper, S. Carwright, & P. C. Earley, *The International Handbook of Organizational Culture and Climate*. Chichester: John Wiley & Sons Ltd and Sirkin, H. L., Keenan, P., & Jackson, A. (2005) “The Hard Side of Change Management” *Harvard Business Review*, 1-11.

The observations have shown that guidelines on communication and role division are lacking. This is needed to be able to guide the process effectively and to make agreements on who should initiate innovation processes in the future and what is needed to make this a success. This should also include guidelines and support on the possible relationship with an external party. As the observations have shown, no confrontation with interMaction was set up to point out their flaws in their guiding role.

People felt responsible but no one wanted to execute this task. This is understandable also knowing that the financial support of the A+O Fund Municipalities supported this project and chosen external company. The occupied role of the managers led to a minor role of the manager of the personnel department within the project group. More time would benefit the managers and their commitment. At the same time, a mixed project group including employees from all layers of the organisation would include and represent the entire organisation. Even though the approach of the project group was ad hoc, the employees from the personnel department showed motivation and commitment which resulted in an effective and relatively fast way of implementing strategic human resource planning. The personnel department and interMaction, combined in the project group, have simplified and fastened the implementation process of SHRP by taking responsibility for shaping the tool and by making managers spent a minor amount of time on the implementation process, still reaching a beneficial result for the organisation. The observations have given insight in the role of the personnel department while executing their taken-on tasks.

6.2.2 Conclusions interviews

The management team, consisting of the general manager/town clerk and the managers, is researched by means of interviews. In the following four sub-paragraphs, the theory in Chapter 2 is compared with the findings described in Chapter 5. At the start of every sub-paragraph, a summarising Table shows the most important findings followed by the conclusions.

6.2.2.1 Involvement and motivation

Table 16 presents the theory compared to practice concerning involvement and motivation followed by a short remark.

Table 16 – Conclusions involvement and motivation

	In theory	In practice
Evaluation of the implementation process	Should be done regularly by communication between the project group and the managers.	Information generally stays within the project group. No communicational agreements are made.
Interaction	Agreements on how communication has to progress should be clear and written in a document.	Certain expectations exist on roles of participating employees but not on paper. There are no agreements on roles in the communication process.
Acknowledgement surplus value of SHRP by stakeholders	All employees, including managers, the general manager/town clerk and the personnel department, should underline the importance of innovation implementation. SHRP can function on the long-term	Importance SHRP is clear by the stakeholders but long-term functioning of SHRP is questioned by two respondents. Not all stakeholders are convinced of the functioning of SHRP on the long-term.
Managers' expectations	All managers should be "strong and convincing" and showing "demonstrable management support" to benefit the innovation implementation.	All managers are motivated and longing for a strategic change whereby their motivation is communicated to colleagues.

When managers gave their approval for the implementation, it was believed that the role of the fund had a large decisive impact on the eventual choice for SHRP and the tool. Therefore, the motivation of the managers was questioned by the personnel department. Throughout the interviews, it became clear that the fund had a large impact on the decision made by the managers but that it was clearly not the vital factor that gave shape to the final judgement. The tool from interMaction did get the benefit of the doubt as the managers trusted the personnel department in their choice and as this could be financed by the fund, all managers were satisfied.

6.2.2.2 Communication

According to literature, employees working together shows a positive relationship between management support and implementation success (see Table 17). For the municipality of Winterswijk this shows through the cooperation of the managers with the personnel department and interMaction, resulting in the effective shaping and initiation of strategic human resource planning and the corresponding tool.

Table 17 – Conclusions communication

	In theory	In practice
Cooperation	Employees working together shows a positive relationship between management support and implementation success.	Managers cooperate with interMaction during interviews, but the employees of the personnel department arrange the general conditions.
Managerial patience	Managerial patience is key to success.	Managers are not frequently updated throughout the implementation process which results in impatience and doubt.
Timely involvement	Informing all parties in an early stage of the implementation process contributes to the innovations' success.	Personnel department had to organise three presentations to inform managers on SHRP. Before and during the interviews conducted by interMaction, managers received no provisional information on SHRP and its timeline.

The cooperation of the managers by supplying personnel information on their teams was planned to happen four weeks after the conducted interviews. Here it can be assumed that there has been miscommunication between the managers and the project group as none of the managers were informed about how much time they had to spend on supplying information and on keeping the SHRP tool up-to-date. According to the HR employees, a more explicit role in informing the managers on this matter would have been reserved for the manager of the personnel department. Almost all respondents agree on eventually informing the employees on SHRP when the associated tool is applied and managers can make use of SHRP.

6.2.2.3 Role division

Literature describes that managers have little input in decisions regarding adoption and implementation (see Table 18).

Table 18 – Conclusions role division

	In theory	In practise
Decision making	Managers have little input in decisions regarding adoption and implementation.	Process of implementation is a role of the personnel department and project group.
Role management	Top management must play the role of chief architect or agent of change.	Only the manager of the personnel department gets the role of change agent because of the role in the project group. The personnel department and managers differ in opinion about who should have initiated SHRP.
Characteristics	Consistency and care play a key role.	For now, consistency is practiced by interMaction but will be practised by the personnel department in the future.

Managers indicate that especially the process of implementation is a role of the personnel department where shape to SHRP and the chosen tool has to be given by employees of the personnel department and the assembled project group. The managers indicate to see a role for themselves in cooperating in the process of giving personnel information about the employees which they know by heart, through an interview with interMaction. Further, they see a role for themselves in eventually applying SHRP by using the gathered information for analyses and as a basis for job evaluation conversations. The personnel department would have preferred that the managers would have initially come with the idea for SHRP and the motivation for this while in practice this went the other way around. The personnel department came with the idea and the motivation and convinced the managers of the surplus value. This was appreciated and expected by the managers, but the personnel department was less pleased. Another matter in which miscommunication played a role was how the personnel department describes that the management team has very clearly chosen for the tool themselves. According to the interviews, all managers indicate that the choice for the tool of interMaction has not been their responsibility. The choice for interMaction has been made by the personnel department and has been introduced to the management team during the presentations. There is only a minimal need for all managers to be actively involved as the executive work is decided to be a task and responsibility of the personnel department and its manager. Employees can eventually indicate personal goals and aspirations and what their future career path, within the organisation, will look like. It is asked from the managers to keep supporting the implementation of SHRP wholeheartedly to ensure that the implementation will succeed.

6.2.2.4 Resistance to change

According to all managers, almost every team has to deal with one or more employees who are not willing to change. In this case, for the introduction of strategic human resource planning, employees have not been closely engaged which means that the interviews have not shown any resistance of employees toward the introduction of SHRP, see Table 19.

Table 19 – Conclusions resistance to change

	In theory	In practice
Commitment	Stakeholders have to be committed and convinced about the surplus value of the innovation.	The project group shapes and fills in the tool with existing data. Stakeholders admit the surplus value of SHRP.
Innovations	Innovations should be easy to use and have a relative advantage.	The personnel department makes SHRP easy to use and managers are convinced about the advantages.

Resistance has been detected by the general manager/town clerk having doubts on the long-term functioning of SHRP while having a negative general image. Having the most influential person (general manager/town clerk) engaged in the innovation process, with faith in SHRP, would add to the success. Employees should understand that this governmental organisation will always have to keep adapting to decisions made by the central government with the organisation taking responsibility for its actions to citizen. In the end, employee participation, at all levels of the organisation is key to success. From the previous conclusions derived from the observations and interviews, the second research question can be answered;

“How can stakeholders of the municipality of Winterswijk contribute to the successful implementation and usage of strategic human resource planning?”

- By informing all stakeholders at the start of the implementation process to enlarge motivation and commitment. This should include information on timelines and implementation possibilities to encourage managerial patience, a long-term orientation and to achieve success. This could be done through presentations.
- By making clear agreements on who should interact with who and on which person guards this process. This improves communication of all parties including the top hierarchy.
- By making agreements on who should initiate what, to avoid commotion on role division, unclear responsibilities, miscommunication and a lack of understanding.
- By creating a diversely composed project group which would result in more involvement of several parties.
- By contributing to a risk-free environment to encourage employee participation and decision making and accept short-term loss of productivity.

- By making sure an initiator of the implementation process is selected so that a project/job responsible person is the inspirer of the process who pulls the team in the right direction.
- By measuring and clearing doubts about innovations at the start of the innovation implementation process.
- Through timely informing all employees to diminish resistance to change.

The role and obligations of the stakeholders lead to several recommendations described in Paragraph 6.3.

6.3 Recommendations

Recommendations are made on how to proceed with strategic human resource planning and how other innovative processes can be best implemented in the future within the municipality of Winterswijk. The municipality of Winterswijk has been awaiting the process of strategically approaching the personnel file for several years which indicates the need for SHRP. As far as can be evaluated so far, the organisation is ready and prepared for the introduction of SHRP. No major adjustments have to be made to the role division to be able to make daily use of the innovation. The personnel department is able to guide the SHRP process and to take initiative in guiding the managers in applying SHRP and the tool. The municipality of Winterswijk is a compact organisation where the personnel department has a clear overview on the several departments and has regular contact with the managers. The combination of chosen instruments (Vlootschouw, HR3P matrix, and IDU matrix) are sufficient in achieving SHRP and are easy to use because of the nature of the tool. Assigning personnel information to newly hired managers will be a duty of the seated management team and will be simplified by the application of SHRP. All recommendations can be generalised to other (municipal) organisations even though this thesis is based on Winterswijk specific internal and external background information. The recommendations focus on the successful implementation of SHRP which can assist other organisations when interested in tackling this process. After the recommendations, the municipality of Winterswijk will be able to successfully apply SHRP after implementation and future implementations of innovative processes will be easier to guide. Figure 7 provides an overview of all the recommendations further described in the following paragraphs. These recommendations guide stakeholders in making the implementation and usage of SHRP to a success, starting with the most important recommendation.

<p>Timely involvement stakeholders</p> <ul style="list-style-type: none"> ➤ All stakeholders should be involved from an early stage of the process to strengthen motivation and conviction . This involves regular updates from the constructed project group. <p>Time horizon</p> <ul style="list-style-type: none"> ➤ Maintain time horizon of 3 to 5 years. <p>Time frame</p> <ul style="list-style-type: none"> ➤ Yearly execution of SHRP simultaneously with annual plans. ➤ Provisional updates when flows change. ➤ Evaluation in one year time of SHRP and corresponding tool. <p>Project group</p> <ul style="list-style-type: none"> ➤ Lead actual application of SHRP when implemented. ➤ Create clear role division at the start of the innovation implementation for the project group and managers. ➤ Agree on initiator process and project responsible person / assign a dedicated group leader for the project group. ➤ Regular communication of information by the project group. ➤ Select mixed group of people for the project group to gain organisational wide acceptance. 	<p>Functioning tool</p> <ul style="list-style-type: none"> ➤ Effectiveness tool should be evaluated. <p>HRM processes</p> <ul style="list-style-type: none"> ➤ Link existing HRM processes to the SHRP tool. ➤ Yearly evaluation of personnel file per individual, team and department. ➤ Execute talent scan within two months' time. <p>Manuals and guidelines</p> <ul style="list-style-type: none"> ➤ Personnel department / project group should create manuals and guidelines on the implementation of innovations. ➤ Make use of guidance of interMaction in combination with agreements on communication and roles of all participants. <p>Role top hierarchy</p> <ul style="list-style-type: none"> ➤ Hire/develop managers who are flexible in approaching new situations to positively adapt to future conditions and responding to this by unconditional management support to the innovation and the organisation. ➤ Possess inspired and broadly oriented managers with unconditional conviction for innovative processes. ➤ Point out one end-responsible manager. ➤ Keep innovations as uncomplicated as possible.
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Figure 7 - Summary recommendations

6.3.1 Timely involvement stakeholders

Cooperation since an early stage of the implementation process makes all parties feel involved and responsible for contributing and making it to a success. The literature in Chapter 2 shows that communicating up-to-date information on content and timelines affect managers commitment and attitude toward the innovation. Organising a follow-up presentation to communicate information that has come into existence after the initial presentation would get all managers on one line concerning their view on SHRP and the tool and how it will be shaped and applied. This makes managers unite in their opinions so that the organisation of a presentation to the personnel will be supported by all management team members. Managers influence is needed as approval of the innovation. This also holds that in the future the shaping and filling in of a tool or process needs to be communicated to the managers to ensure approval and cooperation in the end. This is an on-going process which satisfies all stakeholders.

- All stakeholders should be involved since an early stage of the process to strengthen motivation and conviction . This involves regular updates from the constructed project group.

6.3.2 Time horizon

According to literature, SHRP is a long-term approach consisting of a planning period of 5 to 10 years. This research showed that not all respondents have faith in a long-term approach with the argument that the environment changes in such a rapid pace, that not everything can be overseen for 10 years' time. Therefore, a middle-long term of 3 to 5 years is advised to maintain for the organisation. This makes all stakeholders gain a positive attitude about their vision on SHRP. This stands apart from interMaction's recommendations on functioning periods.

- Maintain time horizon of 3 to 5 years.

6.3.3 Time frame

The choice for strategic human resource planning is a must for the municipality of Winterswijk. Looking at all the coming changes and the current situation the organisation is in, a strategic approach to the existing personnel file is a suitable way to anticipate to future internal and external changes. As far as can be evaluated until now, the choice for interMaction and the corresponding tool provide clear guidelines to implement strategic human resource planning. Both the quantitative and qualitative characteristics of the analyses are covered by the combination of methods. Therefore, even though the choice for interMaction was already made, the tool is sufficient in its purpose and does not underperform according to literature. Every year, at least once a year, SHRP should be completely carried out by the top hierarchy under supervision of the personnel department. This can be followed-up by job evaluation conversations which are based on SHRP. Due to the ease of use of the tool, in between updates can be made when inflow, through-flow or outflow details change. Both the personnel department and the managers can renew details to maintain an up-to-date image of the personnel file. How SHRP eventually functions when completely implemented needs another evaluation within several years' time.

- Yearly execution of SHRP simultaneously with annual plans.
- Provisional updates when flows change.
- Evaluation in one year time of SHRP and corresponding tool.

6.3.4 Project group

Setting up a project group with the right characteristics adds to the communication between stakeholders. It shares information in an efficient and democratic way as the project group should be set up with a mixed amount of stakeholders and employees. The more mixed, the greater the organisational-wide support and conviction of the top hierarchy. Giving instructions and counselling fellow employees are important tasks which should be divided and assigned to the project group members. This leads to a clear image of which person has to do what, in whatever situation. It makes stakeholders share thoughts and prevents from disappointments. When HRM related innovations are implemented, the personnel department plays an important role. In the case of other types of innovations, decisions about role divisions and stakeholders should be made on the spot.

Finally, having a dedicated leader in the consultation group who shows job responsibility makes the team function in an effective way. It should be kept in mind that the project group will come to an end when the tool is implemented.

- Lead actual usage of SHRP when implemented.
- Create clear role division at the start of the innovation implementation for consultation group and managers.
- Agree on initiator process and project responsible person / assign a dedicated group leader for the project group.
- Regular and lasting communication of information by the project group.
- Select mixed group of people for the project group to gain organisational wide acceptance.

6.3.5 Functioning tool

Future evaluations are needed to show if the tool is sufficient in its means and if it fulfils employees' expectations. Investigation has to be done on the amount of competencies applied per job profile and if this needs any adaptations or additional information. Attention has to be given to the completeness of the tool including its variables. The opinion of the personnel department, the managers and the general manager/town clerk should be evaluated on the functioning of the tool. The organisation invested in SHRP by supplying employee skills and time, but financially the A+O Fund Municipalities was responsible which should be evaluated.

- Effectiveness tool should be evaluated.

6.3.6 HRM processes

Having the instrument applied leads to an easier subtraction of details and analyses. The new personnel file now has all employee details bundled and will replace the old Vlootschouw. Already existing HRM processes can now be linked to the SHRP tool. This includes the carrying out of job evaluation conversations and developing (multi) annual plans and basing them on the tool. Existing HRM processes and cycles can be extended, by for example additional job evaluation conversations. It has become easier to extract data from the system. Apart from that, employee development areas are easier to detect.

- Link existing HRM processes to the SHRP tool.

The use of SHRP enables the top hierarchy to interchange information between different departments throughout the organisation. This benefits the managers as information is easier accessible and more complete for all departments and teams throughout the organisation. A more complete image of the personnel file enables managers to oversee which talents are present in other departments so that trades can be made to fill up organisational gaps when vacancies arise. Finally, it is beneficial to execute the talent scan offered by interMaction. The company interMaction offers a format which can be applied for a talent scan. In this way, personnel information can be updated as it might be out of date. Information can be gathered about; education and courses, work experience, voluntary work, personal interests, competencies, and ambitions.

- Yearly evaluation of personnel file per individual, team and department.
- Execute talent scan within two months' time.

6.3.7 Manuals and guidelines

During the process of implementing an innovation, manuals and guidelines give the stakeholders direction in terms of role division and communication between them and external parties. Standard protocols and guidelines should be consulted to make employees aware of the further progress and steps which have to be taken. This basis creates awareness and involvement under the stakeholders. The creation of general guidelines should be a task of the personnel department. A presentation should inform stakeholders at the start of the implementation process so that a timeline can be made. In this case, for the implementation of SHRP, the personnel department should present and follow guidelines on when to consult and also refer to SHRP. In this way, managers should follow the planning and are obliged to make use of SHRP. This integrates SHRP within the organisation. The actual use of innovations often needs instructions or training. For SHRP, this is presented by interMaction including guidance during the rest of the year when questions or problems arise. Also, roles should be clear on who of the municipality of Winterswijk should address the external company when they find communication or cooperation unsatisfactory. For now, roles are unclear and no one wants to take on this role while it would have improved the implementation process by reducing irritation.

- Personnel department / project group should create manuals and guidelines on the implementation of innovations.
- Make use of guidance interMaction in combination with agreements on communication and roles of all participants.

6.3.8 Role top hierarchy

Top hierarchy contributes to making the implementation of an innovation a success by sharing with colleagues at all levels of the organisation, how valuable the innovation is and how it can assist the municipality in approaching future changes. By communicating their view on the coming situation, keeping in mind more cuts in budget, changes in tasks of the municipality and the greying in the coming years, they can communicate their commitment to their colleagues. This creates a feeling of solidarity in approaching a collective problem in the organisation. In this way, they can underline the importance of the innovation implementation, a crucial factor which leads the innovation to a success when applied well. Demonstrable management support shows others the usefulness of SHRP and adds to a successful implementation. The fact that an innovation is easy to use adds up to having the top hierarchy convinced about the surplus value and success. Previous approaches applied for innovation implementation need to take closer examination for future utilisation. During the development of the annual plans, managers should develop a strategic view on the organisations' goals and vision. When job profiles are adapted to new standards or when a new type of job description arises, the system will need adaptations.

- Hire/develop managers who are flexible in approaching new situations to positively adapt to future conditions and responding to this by unconditional management support to the innovation and the organisation.
- Possess inspired and broadly oriented managers with unconditional conviction for innovative processes.
- Point out one end responsible manager.
- Keep innovations as uncomplicated as possible.

6.4 Discussion and limitations of the study

In this paragraph, limitations are discussed that appeared throughout the research. These varying topics should be adapted and kept in mind for future implementation periods of innovations. Apart from that, the reliability of the nature of research is evaluated and its pros and cons are exemplified. Finally, a critical reflection on the research and its relevance is presented.

6.4.1 Choice respondents

The stakeholder groups involved in the implementation process of SHRP are the general manager/town clerk, the managers (combined in the management team), the personnel department, general employees and the Works Council (OR). Because of the existing policies and procedures within the organisation, the implementation of SHRP has been accepted by the management team and Works Council. The management team played a small role during the implementation process whereas the Works Council did not get involved after approval. The Works Council is normally expected to have a larger saying in approving a fundamental innovation. They have approved the implementation at the beginning of the process but have not given permission for the chosen shape of the tool. The personnel department shaped the tool together with interMaction through cooperation in the project group. The manager of the personnel department, two HR employees and a staff member of interMaction were part of the team and had total control over the shape and implementation of the tool. As this role division was decided internally at the start of the process, this research adjusted to the organisations decisions. This did entail that while some groups were seen as stakeholders in literature, they were not investigated. At the same time, it has been clear that the implementation of SHRP is an HR related innovation which naturally asks for skilled employees with an HR background. Therefore, the role of regular employees and the Works Council were less important. This did not necessarily make research incomplete but future qualitative research could focus on all stakeholders involved with an innovation.

6.4.2 Change in municipality's role

During the coming years, the role of the municipality will change drastically. New tasks will be directed by the central government which results in a necessary change in the personnel file. The four year cycle applied by the government forces municipalities to stay flexible with the personnel at hand. Since budgets have diminished, there is less budget to attract people from the labour market. This might become a problem when current employees cannot keep up with the changes in tasks and responsibilities.

Employees can be trained to perform other tasks outside their job description but some personal interests, motivation and characteristics are necessary to effectively execute tasks. It can be imagined that employees who are doing field work, are not interested or capable of dealing with childcare cases. Political conditions show how the central government affects the decentralised government in its decisions and tasks and new regulations. Here, demographic changes will have an effect on what characteristics the labour market possesses, what gender, level of education and working experience they have. At the same time, this process is influenced by the technological developments that are going on. All these changes demand the municipality to play a different role where citizen have more power to make decisions and where the top hierarchy needs to develop broad competencies like group focus managing, creativity, planning and organising, determination, environmental focus and being flexible to be able to play a directional role in the future. Governmental institutions and the labour market are going through many changes in the coming few years. Finally, it became clear that managers were very busy with their daily tasks. Full agendas have led to less flexibility of managers and a lack of time to spend on participating on new projects.

6.4.3 Research method

First of all, it should be mentioned that the instruments presented in the theoretical chapter of this thesis are all developed in the late 1990's. This resulted from the fact that attention started to be given to managing human resources when organisations were in less profitable and fruitful years. The fact that applied instruments are dated, does not indicate unreliability or problems to cope with the present situation. Though, according to Evers and Verhoeven (1999) it is advisable to make a combination of instruments to increase reliability and the effectiveness of strategic human resource planning .

For this research, the choice for a case analysis has been made to be able to extract qualitative information from respondents by observations and interviews. During the interviews, the most important questions showed an overlap throughout the interview framework to be able to discover true opinions and details about the interview topics. In this way, when respondents contradicted themselves, a complementary question was asked. Every interview asked for a different approach as one manager was more talkative than another which did not necessarily lead to the right answers. There were also questions to which the respondents equivocated to answer. Resulting in a vague answer which asked for a subsequent question to ascertain the truth. For the interviews, only six respondents were questioned. It should be kept in mind that the higher the amount of respondents, the higher the validity. In this case, sufficient information was gathered through questioning the six respondents as this was combined with observations. The recommendations focus on the successful implementation of SHRP which can assist other organisations when interested in tackling this process. All recommendations are generalizable to other (municipal) organisations. The implementation approach gives new insights for researchers who are exploring ways to effectively implement strategic human resource planning. The combination of tools with which SHRP is implemented at the municipality of Winterswijk, has not been described in literature before which makes this thesis provide a practical and innovative view on today's situation.

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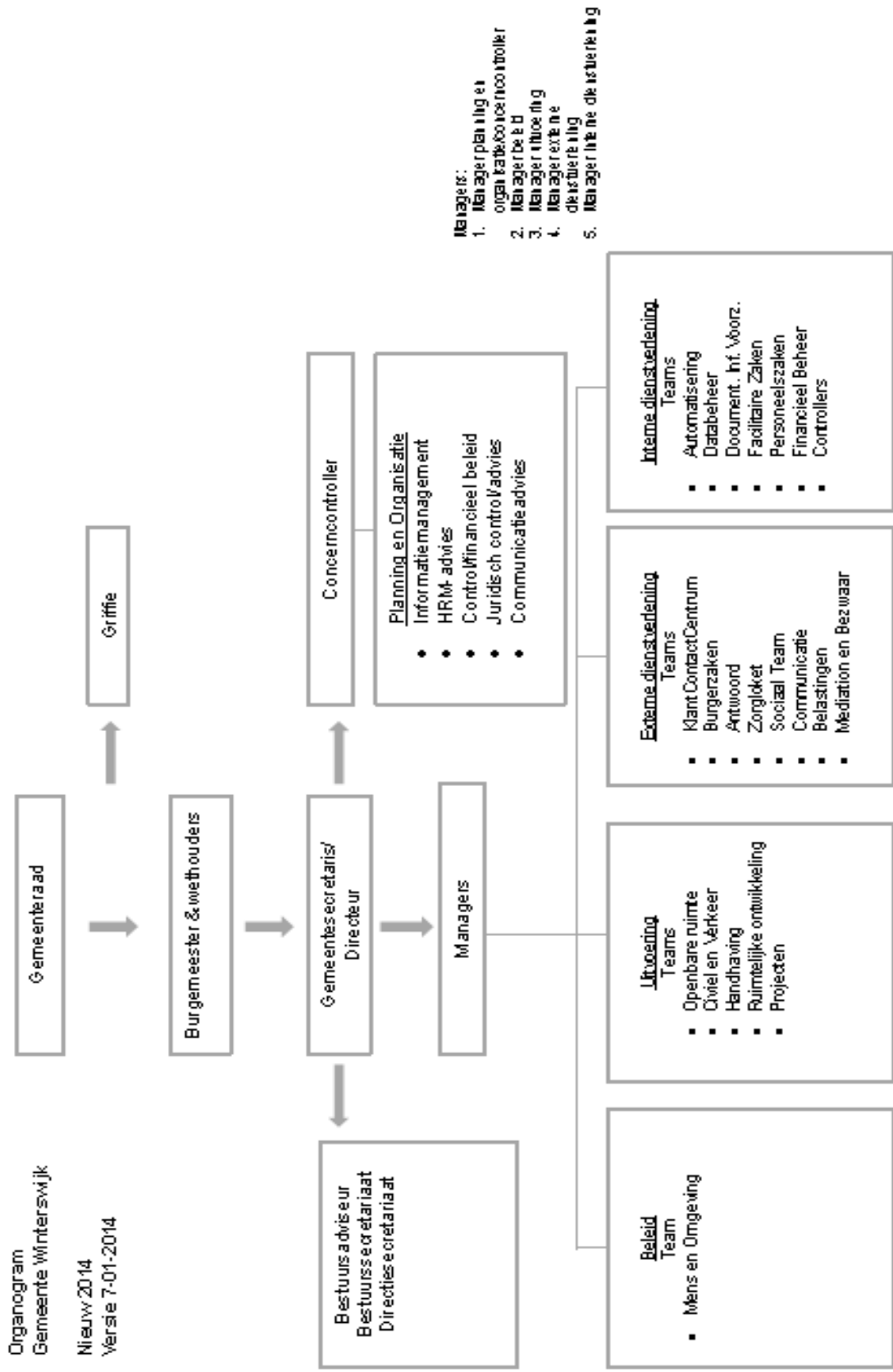
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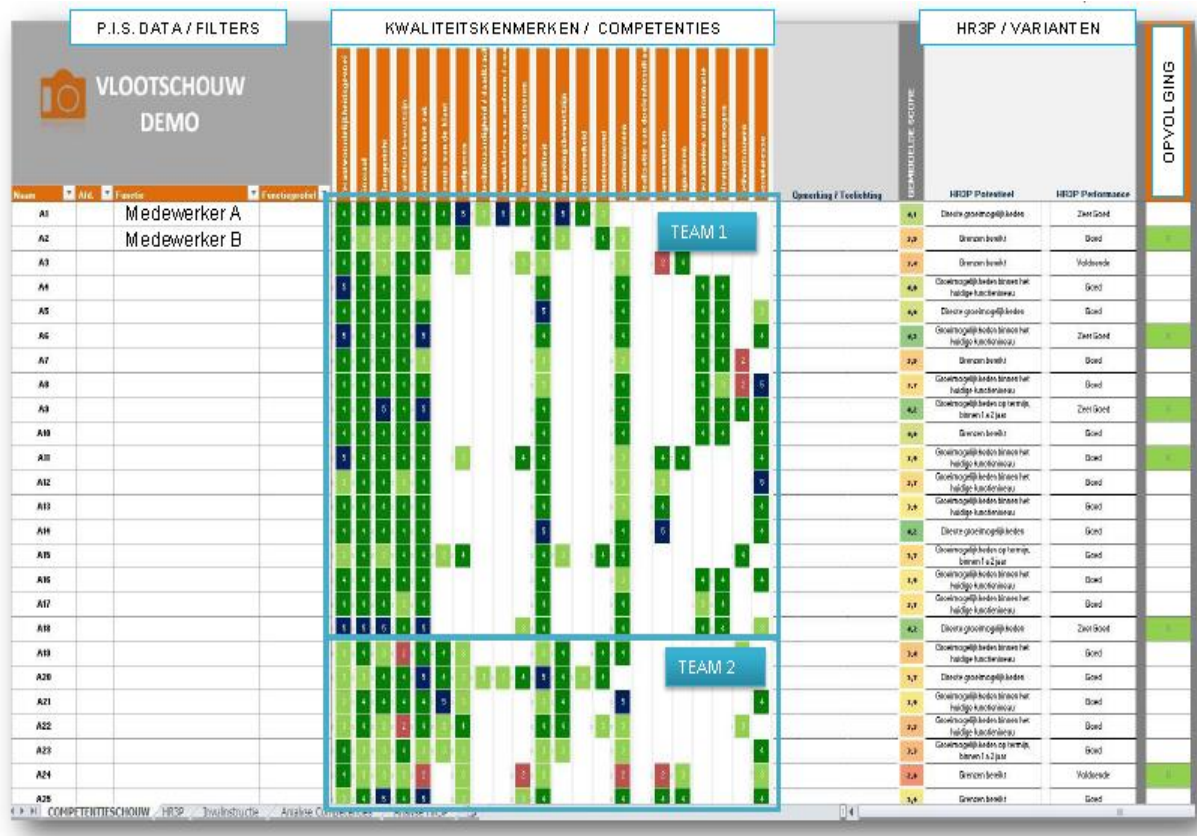
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Appendix A - Organisational flowchart



Appendix B - Example Vlootschouw



Appendix C - Questionnaire

Interview protocol afdelingsmanagers en directeur

- Strategische personeelsplanning -

Dit interview wordt gehouden voor het beantwoorden van de volgende hoofdvraag;

“Op welke wijze kunnen managers van de gemeente Winterswijk ertoe bijdragen dat SPP van meerwaarde is en succesvol kan worden geïmplementeerd, gezien de toekomstige interne en externe ontwikkelingen die de gemeente te wachten staat?”

In het vooronderzoek zijn alle veranderingen in kaart gebracht en in het theoretische gedeelte is de meerwaarde van SPP aangetoond voor de gemeente Winterswijk. Dit interview zal antwoorden geven op vragen over de rol die de manager speelt gedurende de invoering van SPP, van begin tot aan het einde.

De invoering van SPP heeft enkele fases;

- Introductie
- Adoptie
- Implementatie

Tijdens deze fases vinden ontwikkelingen plaats om SPP succesvol in te kunnen voeren.

Algemeen

1. Wat is strategische personeelsplanning volgens u?

Toelichten SPP; SPP is een instrument gericht op het bereiken van een geschikt personeelsbestand door de situatie tussen de organisatie en haar interne en externe omgeving te analyseren, door middel van het bekijken van de kwaliteit en kwantiteit van het aanwezige personeelsbestand, waarbij gekeken wordt naar hoe het toekomstige personeelsbestand eruit moet gaan zien en wat daar op dit moment aan ontbreekt.

De manager

Uit de literatuur blijkt dat een tijdige betrokkenheid van managers een groot aandeel heeft in het succesvol implementeren van SPP. De afdeling Personeelszaken is in 2010?? Begonnen met nadenken over de invoering van SPP. (Winterswijk jaartal vragen)

2. Wanneer kreeg u te horen dat er behoefte was aan de invoering van SPP?
 - o Vindt u het moment dat u betrokken bent bij de keuze voor de invoering van SPP geschikt?

- Zo ja, wanneer was dit precies?
 - Waarom was dit het juiste moment?
 - Heeft u meebeslist over de noodzaak van de invoering?
 - Zo nee, wanneer had u liever betrokken willen worden?
3. Aan welke activiteiten heeft u actief deelgenomen voor de invoering van SPP?
 - Heeft u hier voorbeelden van?
 4. Wat voor informatie heeft u tot nu toe aangeleverd?
 - Heeft u hier voorbeelden van?
 5. Hoeveel voorlichtingsbijeenkomsten over SPP hebben er plaats gevonden?
 - Hoeveel bijeenkomsten heeft u bijgewoond?
 - Welke informatie werd hierbij verstrekt?
 - Kon u hier meedenken over de invoering van SPP?
 - Door wie zijn deze momenten georganiseerd?

Communicatie

6. Zijn er formele overlegorganen gecreëerd voor de invoering van SPP?
7. Op welke manier(en) wordt er informeel overlegd?
8. Zal, tegen de tijd dat SPP geïmplementeerd is, het personeel hier een presentatie van krijgen?

De gemeente Winterswijk heeft een keuze gemaakt voor de invoering van SPP via een instrument van het bedrijf interMaction.

9. Heeft u inspraak gehad bij de keuze voor de betrokkenheid van interMaction?
 - Zo ja, bent u om advies gevraagd?
 - Heeft u mee kunnen denken over de keuze voor de tool van interMaction?
 - Zo nee, had u meer inspraak willen hebben?
 - Had u liever een ander bedrijf in de hand genomen?
10. Wat is uw mening over de invoering van SPP?
 - Waarom vindt u dit?

11. Ziet u uit naar de invoering van strategische personeelsplanning?
12. Wat verwacht u van SPP?
13. Wat is uw inschatting van de mening van uw collega managers betreft de invoering van SPP?
 - Denkt u dat zij het belang in zien van SPP?
 - Denkt u dat zij achter de tool van interMaction staan?

De medewerker

De literatuur laat zien dat hoe eerder medewerkers betrokken worden bij de invoering van SPP, des te minder weerstand tegen verandering. Dit zorgt voor een snelle acceptatie en routine met betrekking tot het gebruik van de SPP tool.

14. Vindt u dat medewerkers een taak hebben bij de invoering van SPP?
15. Denken uw medewerkers mee over de invoering van SPP?
16. Kunnen medewerkers, volgens u, vrijuit hun mening geven over de invoering van SPP?
17. Merkt u dat medewerkers weerstand tegen verandering hebben zoals in dit geval de invoering van SPP?
 - Zo ja, hoe gaat u hiermee om?
 - Kunt u hier een voorbeeld van geven?
 - Wat is volgens u de reden van deze weerstand?
 - Waaruit merkt u dat medewerkers weerstand tonen?
 - Kunt u hier een voorbeeld van geven?
 - Zo nee, vindt u uw medewerkers flexibel?
 - Kunt u hier een voorbeeld van geven?

Rolverdeling

De literatuur laat zien dat het van belang is dat managers geduld hebben om vruchten te plukken van de succesvolle invoering van SPP. Op de korte termijn zal er ingeleverd moeten worden door dagelijkse taken te combineren met taken die betrekking hebben op de invoering van SPP.

18. Waaraan moet SPP minimaal voldoen volgens u?
19. Wanneer is de implementatie van de gekozen tool voor uw gevoel succesvol?

20. Denkt u dat SPP meerwaarde heeft voor de gemeente?
21. Wat is volgens u de meerwaarde als manager?
22. Wat is uw rol bij de implementatie en bij het bijhouden van SPP?
23. Hoeveel tijd heeft u hiervoor gereserveerd? (per week/maand/jaar aangeven)
24. Welke informatie zou u graag willen verkrijgen via SPP?
25. Hoe ziet u de rol van de afdeling Personeelszaken hierin?
26. Bent u van mening dat de vergoeding van het A+O fonds Gemeenten invloed heeft gehad op de keuze voor SPP en de tool van interMaction?

Afsluitend

27. Heeft u nog informatie, vragen, en/of bedenkingen bij de invoering van SPP die bij dit interview niet aan de orde zijn gekomen?

Hartelijk dank voor uw deelname aan mijn onderzoek. Mag ik u voor eventuele vragen bij de verwerking van de antwoorden benaderen?