



Professionalization of human resource management

Towards an analytical framework for social enterprises

IAP-Day
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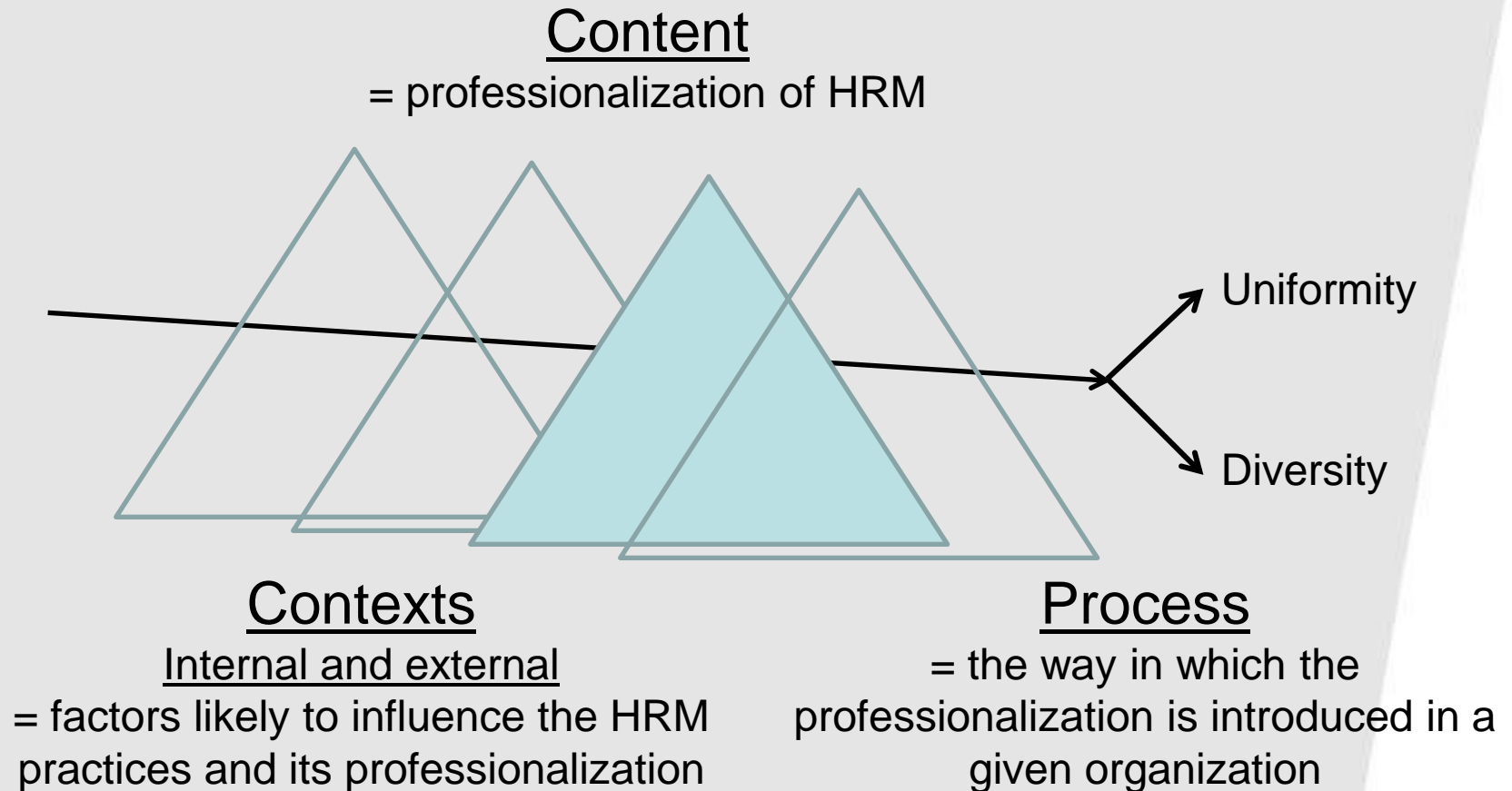
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Part of a larger thesis project

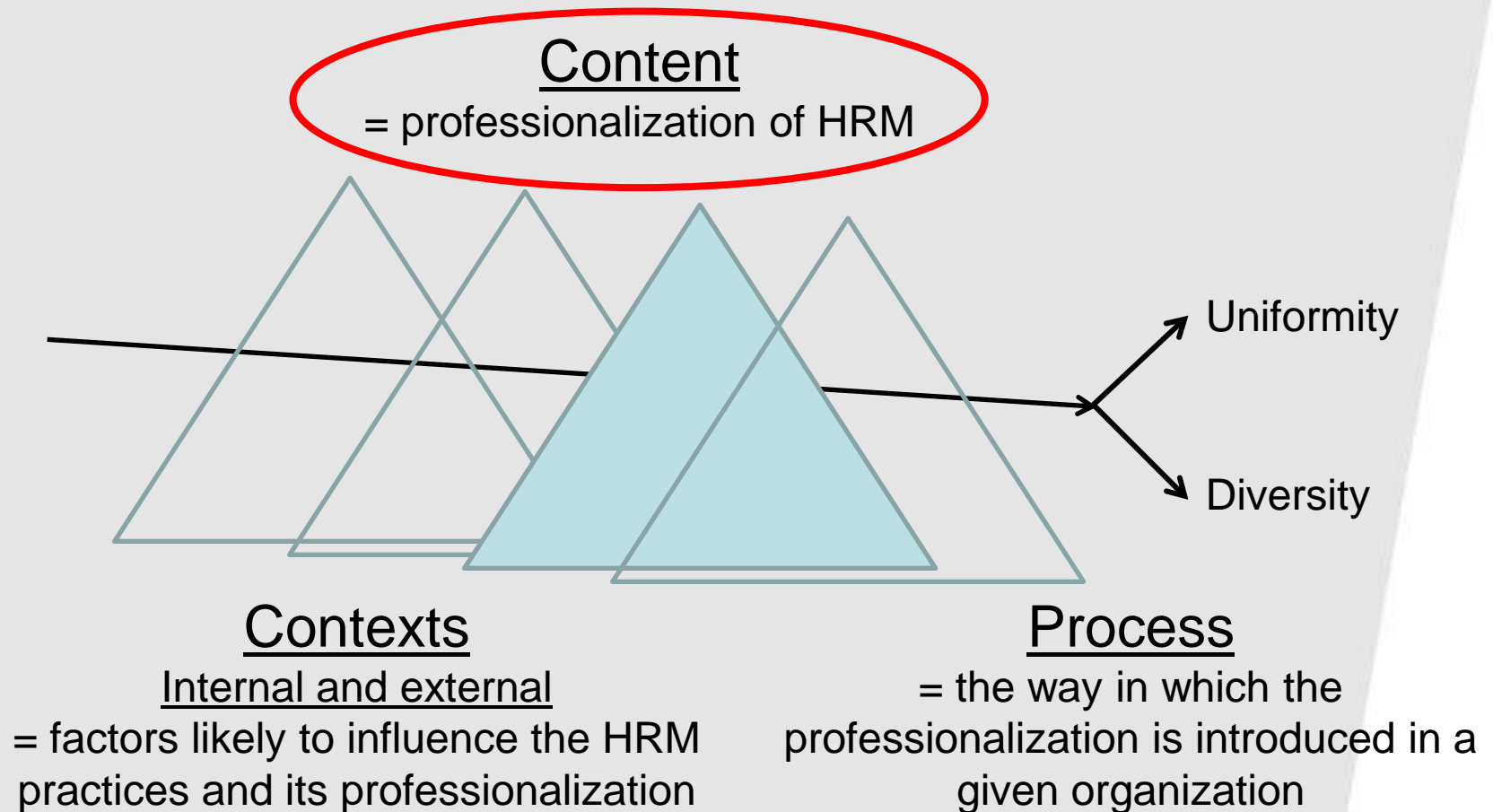
Professionalization of human resource management in social enterprises



(Pettigrew, 1987)

Part of a larger thesis project

Professionalization of human resource management in social enterprises



(Pettigrew, 1987)

This paper : the professionalization of HRM

- A tendency through professionalization
- A concept which presents various meanings
- *How to apprehend the professionalization in management, and especially in HRM ?*
- An ideal type approach
- Work in progress !

Professionalization ?

- Various understandings (Wittorski, 2008)
 - Constitution of a profession
 - Formation and training
 - Putting in movement individuals within work contexts

“An intention (on the side of the organization) of “putting in movement” subjects in the working systems by the proposal of particular devices, translating an offer of professionalization”

(Wittorski, 2008)

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Managerial instruments

- Importance of devices/instruments in management

The instruments of management are the conceptual and practical means to make of the professionalization an action plan

(Hatchuel&Weil, 1992)

- Various definitions

Instruments ?

- The triptyque of Hatchuel & Weil (1992) allowing the systematic reading of any instrument (Gilbert, 1998)

Tools	All the formal and concrete supports in which the instrument is embodied
Managerial philosophy	The spirit in which the manipulation of the instrument is considered and prescribed
Vision of the organizational roles	The prescription of roles to the various actors of the organization inferred by the instrument

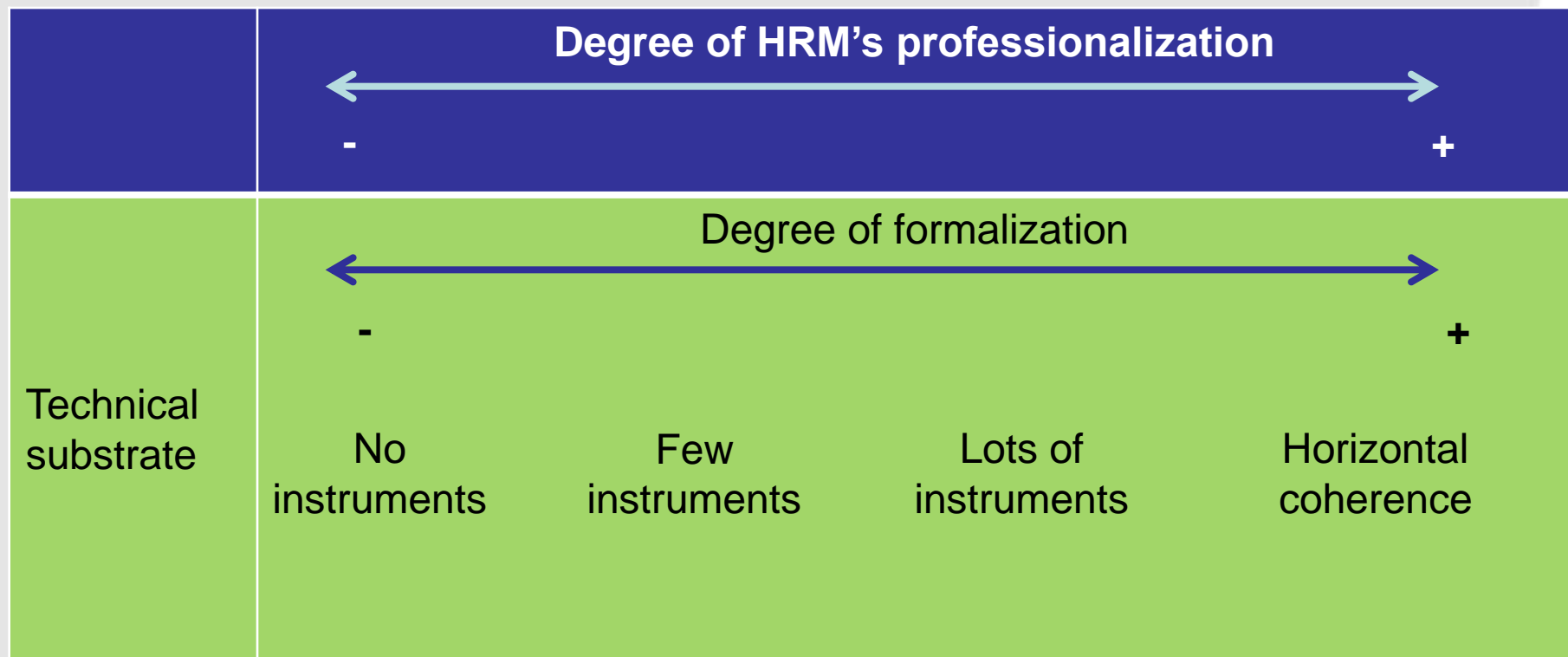
(Hatchuel & Weil, 1992; David, 1996)



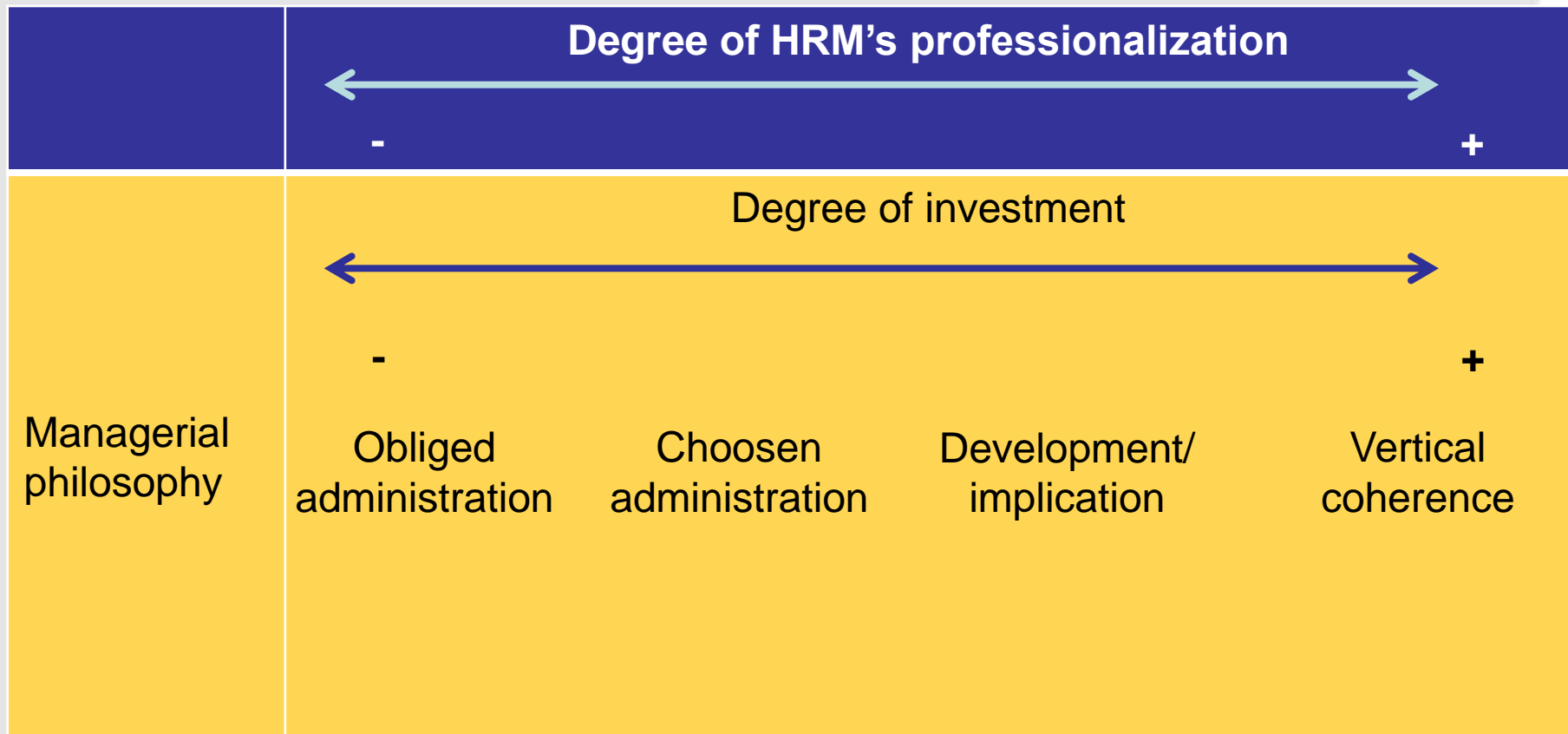
- How does this apply to the professionalization of HRM ?

→ The degree of development of the HRM instruments will give an indication of the degree of the HRM professionalization

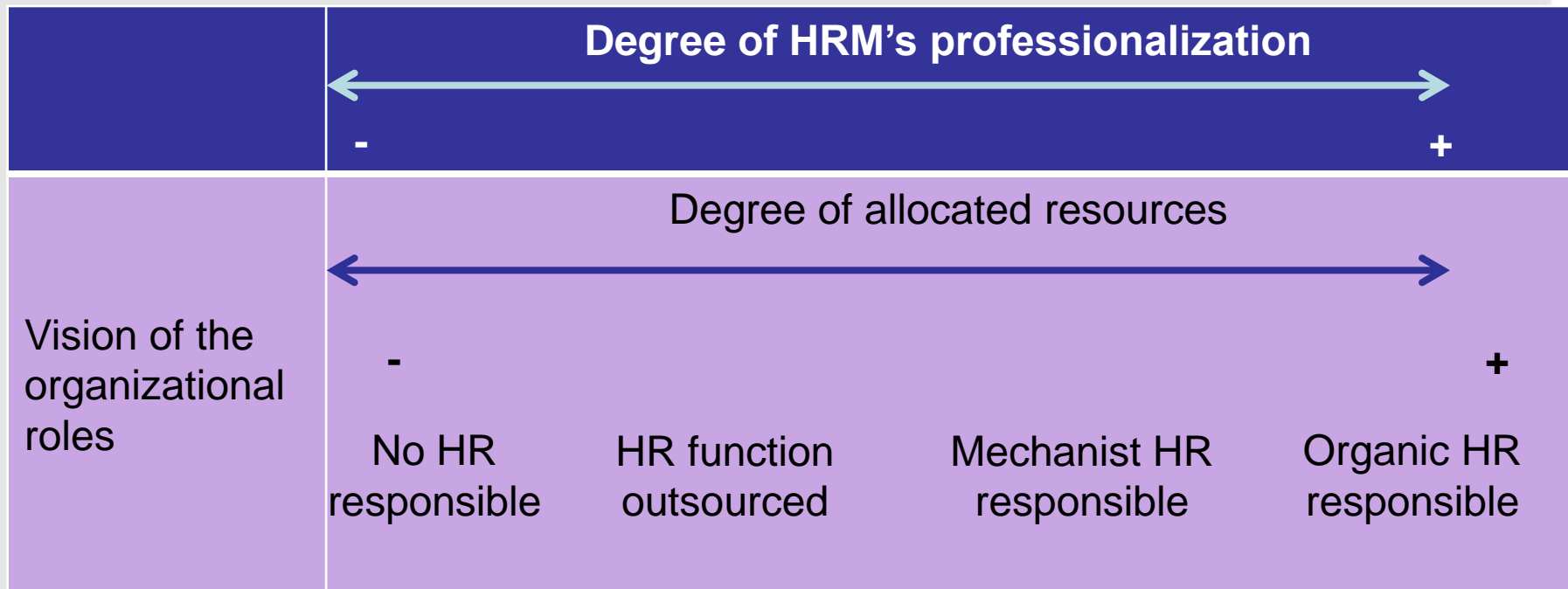
Tools (technical substrate)



Managerial philosophy



Vision of the organizational roles



To conclude...

- Systematic approach of professionalization of HRM
- Intended professionalization
VS
implemented professionalization
- Ideal type !