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MODEL OF EDUCATIONAL STRATEGY ON THE LEVEL ABOVE SCHOOLS IN CONJUNCTION WITH LABOR MARKET

Summary. The paper presents researches on the ways of preparing pupils to enter the labor market. On the basis of conclusions of those researches there was built the model of educational management strategy on the level above schools. The paper highlights three elements of the model: model of building strategy, model of management system and model of control system.

Keywords: educational management, public management, labor market needs, model of information system

MODEL STRATEGII ZARZĄDZANIA OŚWIATĄ NA POZIOMIE PONADSZKOLNYM ZE SZCZEGÓLNYM UWZGLĘDNIENIEM POTRZEB RYNKU PRACY

Streszczenie. Artykuł przedstawia wyniki badań nad sposobami przygotowania młodzieży do wejścia na rynek pracy. Wnioski z tych badań stanowiły podstawę opracowania trójelementowego modelu strategii zarządzania oświatą w jednostkach samorządu terytorialnego. W treści artykułu przedstawiono założenia i poszczególne elementy modelu: model formułowania strategii, model systemu wspomagającego realizację strategii oraz sposób kontroli strategicznej.

Słowa kluczowe: zarządzanie oświatą, zarządzanie publiczne, potrzeby rynku pracy, model systemu informacyjnego

1. Introduction

Changes in recent years (being a consequences of educational system reform and reform of public administration) decided that local governments are responsible of education in their region. They are responsible for creation and managing most of schools and educational entities.

Commonly education system means schools, educational entities, a lot of pedagogical supervisory organs (for example Ministry of education). Local government became a new element of education system, implementing educational assignments. They are not exactly connected with education process, but are necessary to create the efficient educational system.

Belong to them planning, organizing in schools, human resources management, fulfill didactical support and equipment.

Educational management in local governments is interesting and not very popular researcher's scope. Up till now in scientific researches of educational management were concentrated on analysis of educational system and management of schools.[1]

Problems of strategy are only mentioned in publications about educations.[2] However creating the strategies (as well in educational area) in local governments are more and more common. That comes from necessity of make of system of long term tasks, which are very general and exchange them on operational tasks. It comes also from formal rules. Local governments can Apple for European Union financing, while have created strategy.

The strategies concentrated on many problems, for ex ample strategies on social problems. It is obligatory to create such strategy. There are also strategies created for solving particular problem or problems. Local governments create more strategies and are reckon that is necessary for efficient management.

Among many problems in education, the author, has chosen the problem of prepare Young people to join the labor market.

This research problem belongs to two areas: education and labor market. Educational system elements and labor market organizations see the problem and want to solve it. According to researches the author can say that there is lack ideas basing on cooperation and communications between these two group of organizations. In the paper educational management on the level above schools means educational management in local governments.

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[1] Homplewicz J.: Zarządzanie oświatowe. Zarys problematyki oświatowej teorii organizacji. WSiP, Warszawa 1982; Olejniczak T., Pielachowski J.: Nadzór pedagogiczny i organizacyjny nad szkołami i placówkami oświatowymi. Wydawnictwo eMPi^2, Poznań 2005; Pielachowski J.: Organizacja i zarządzanie oświatą i szkołą. Wydawnictwo eMPi^2, Poznań 1999; Pomykało W.: Encyklopedia Pedagogiczna. Fundacja Innowacja, Warszawa 1993.

[2] Olejniczak T., Pielachowski J.: Nadzór pedagogiczny i organizacyjny nad szkołami i placówkami oświatowymi. Wydawnictwo eMPi^2, Poznań 2005; Pomykało W.: Encyklopedia Pedagogiczna. Fundacja Innowacja, Warszawa 1993.

2. Conclusion of researches

There were made researches to solve scientific problem. They were divided into various tasks. The conclusions presented below are consequence of:

– Identified solutions described in publications.

– Identification and analysis of documents describing aims and ways of development in education area and in its environment, and precise analysis 21 of them.[3]

– Practical experience of the author in the processes of creating educational strategy..

– Researches in educational and labor market institutions.

– Surveys made in 15 schools (3 schools of each type), it was collected 748 surveys.[4]

The problem how to prepare Young people to Get the labor market is described in many publications,[5] and ideas of solving the problem comes from both education and labor market institutions. Analysis of documentations of aims and ways of development education and in its environment proved that aims have the ways of realizing very rarely. Many interesting ideas cannot be implemented because there is lack of precise solutions.

There was made a precise analysis of conceptions of solutions the mentioned problem on example in Gliwice city. Examples of solutions are described in Educational strategy for Gliwice[6] and in Strategy on social problems in Gliwice.[7] On the basis of researches, the author tried to define, what "preparation to join to labor market and to continua education" means. This is graduates' ability to make rational decisions. This is making conscious choices of schools according of criteria import ant for particular person.

Graduate well prepared to join labor market should be independent and active in looping for a Job, school and able to look for information necessary to make national decision. Labor market is very competitive, there are few vacancies and young people from demographic boom entering the labour market. That is why, in the author's opinion employers will prefer a flexible employee with good general educational background, able to learn and retrain to meet new labour market needs.

[3] Pradela A.: Analiza dokumentacji celów i kierunków rozwoju oświaty i w otoczeniu systemu oświaty. Nowoczesność przemysłu i usług. Nowe wyzwania. Praca zbiorowa (pod red.): J. Pyki. TNOiK, Katowice 2004.

[4] Pradela A.: Badanie procesu podejmowania decyzji przez abiturientów szkół ponadgimnazjalnych dotyczących wyboru dalszej ścieżki kariery. Ekonomika i Organizacja Przedsiębiorstwa 2005, nr 7, Zuberec 2005.

[5] Kwiatkowski S.: Edukacja zawodowa wobec rynku pracy i integracji europejskiej. Instytut Pracy i Spraw Socjalnych, Warszawa 2001; Serkowska-Mąka J.: Edukacja zawodowa kluczem do jednoczącej się Europy. Wydawnictwo Adam Marszałek, Toruń 2002; Golinowska S.: Edukacja i rynek pracy. Centrum Analiz Społeczno-Ekonomicznych, Warszawa 1999; Adamczyk E., Gęsicki J., Matczak E.: Samorządowy model oświaty. Instytut Badań Edukacyjnych, Warszawa 2001.

[6] Załącznik do Uchwały Nr XXIX/768/2005 Rady Miejskiej w Gliwicach z 23 marca 2005 roku w sprawie przyjęcia do realizacji Strategii edukacyjnej miasta Gliwice.

[7] Załącznik do Uchwały nr XLIV/1134/2006 Rady Miejskiej w Gliwicach z dnia 26 lipca 2006 r. W sprawie zatwierdzenia Strategii rozwiązywania problemów społecznych miasta Gliwice na lata 2006-2015.

In all analyzed documents the conceptions of solving the problem to prepare young people to join the labor market are prepared for or students or graduates (usually unemployed).

There are no ideas not connected with one group of institutions. Education system forgets about its students-graduates, it does not monitor graduates ways of career. Whereas labor market institutions, especially recruitment offices taking young people with their skills, identified shortcomings.

Educational system institutions do not try to find the answer why graduates' qualifications does not meet labor market needs. The problem cannot be solved only in educational institutions or only in labor market institutions. Cooperation and creation of joined efforts can help to solve the problem.

Such important decisions should be made after precise analysing of local market requirements, demographic conditions and prognoses concerning graduates migrations from region. Cooperation between local self-government, labour market institutions and educational establishments will help local self-government authorities to make decisions.

3. Conception of rationalisation strategy and structures in educational management on the level above schools

Conception of strategy is based on cooperation of all educational management entities. This system will help to make decisions connected with planning of school development. Every entity of educational management system has its own assignments and organization control is separated from pedagogical control. There is necessity to rationalize local governments assignments to prepare graduates to join labor market. To solve the problem there was crated model of integrated, educational management strategy on the level above schools. The model describes the sequence of tasks to create such strategy.

The model is divided into three elements: model of creating the strategy, model of supporting strategy realization and the ways of strategy control (fig. 1).
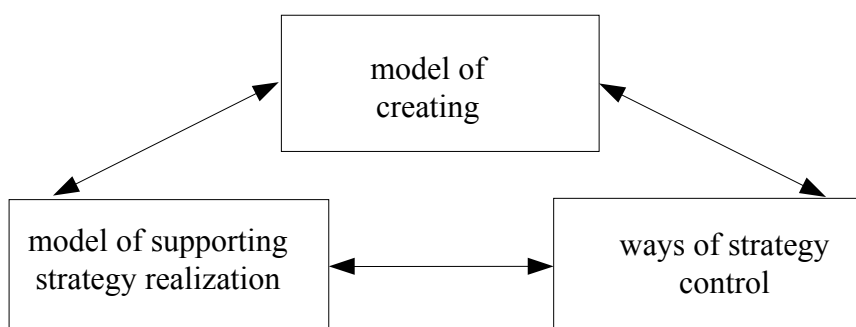

Fig. 1. Elements of educational strategy on the level above schools

Rys. 1. Elementy modelu strategii zarządzania oświatą na poziomie ponadszkolnym

Realization of strategy need to change the information-deciding the structures. Model of integrated, educational management strategy on the level above schools and model of supporting the realization of strategy was created on the basis on following assumptions:

1. Strategy, that can be created on the basis on presented model is concentrated on preparing young people to join the labor market.

2. Presented procedure can be used in creating education strategies in conjunction with labor market.

3. In process of creating and realization the strategy are engaged educational system institutions and labor market institutions. The main aim of integration (in assignments and information) is to get the best knowledge to make educational decisions.

4. Local governments are responsible for creation the strategy.

5. In model of integrated, educational management strategy on the level above schools there are assignments from diagnose of need of creation strategy till the strategy is accepted by local government.

6. The solutions are not addressed for students at universities.

7. The model can be the frame to make strategy not connected with education and can be helpful in creating other strategies in non-profit organizations.

4. Model of creating integrated, educational management strategy on the level above schools

Model of creating integrated, educational management strategy on the level above schools (fig. 2) presents the sequence of the assignments from diagnose of need of creation strategy till the strategy is accepted by local government.

Local governments are represented by president and office workers responsible for education tasks. Schools are represented by director, students, their parents and teachers. Environment institutions are represented by Office Workers from: kuratorium oświaty, recriutment office, employers.

Educational strategy is created in local government, because of responsibility for education assignments. To find the latest version of strategy is connested with consultations with schools' representatives, environment institutions. There is necessity to verify the strategy by local governments. According to researches, all groups engaged in education are billing to create strategy and to find a compromise.

In the strategy there is used balanced scorecard. Balanced scorecard help to translate mission and aims into precise measurements. That helps to concentrate the discussion merit tasks and eliminate emotional discussion – where student's needs are forgotten.
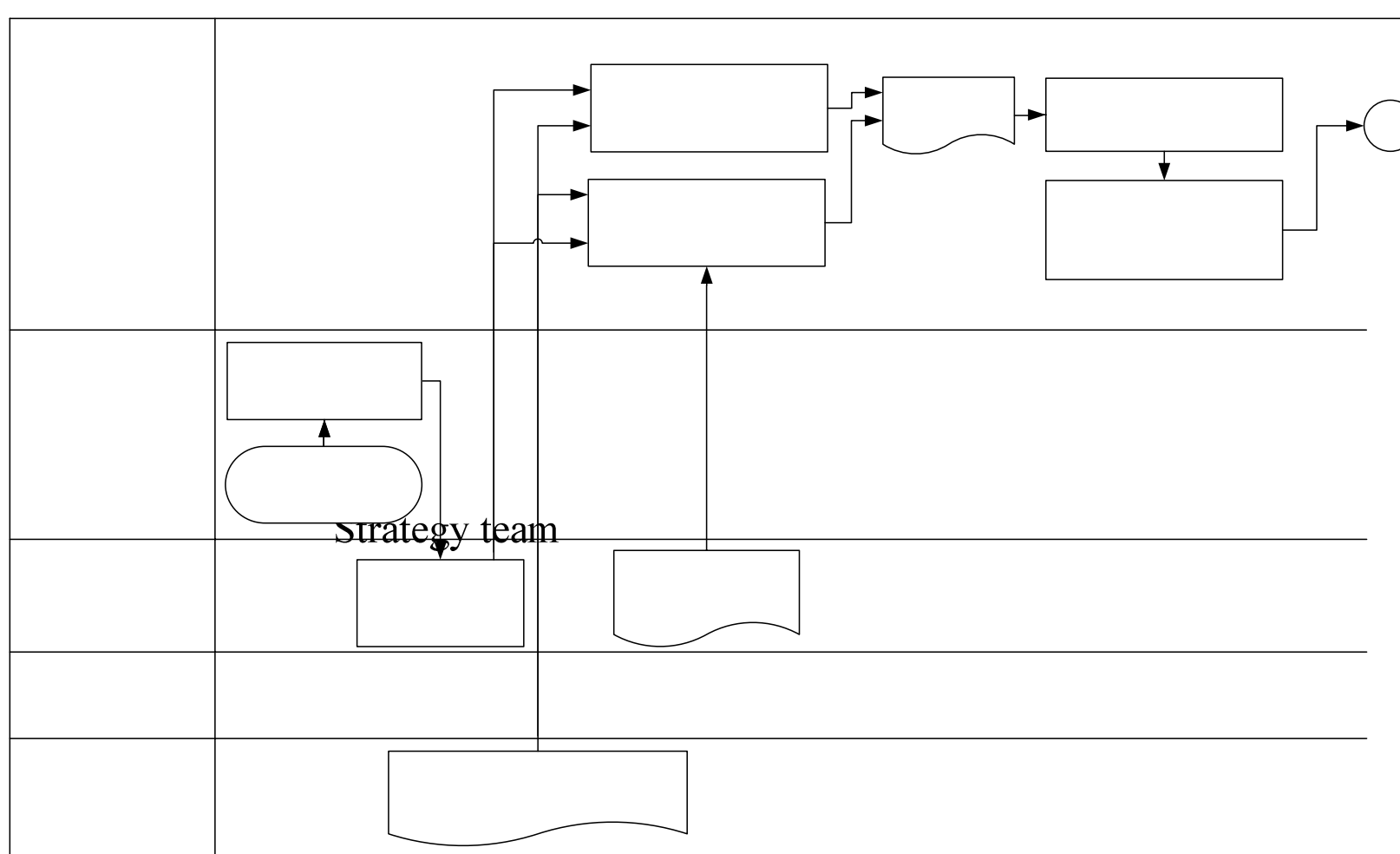
Analysis of documen
aims and ways
developement in educ
environment

Analysis of document
aims and ways
developement in educ
particular LG

Strategy team

To find the need of
creation the strategy

Local governmets's
office workers

The begining of creating
the strategy

Fig. 2a. Process map of implementation the educational strategy on the level above schools in conjunction with labor market

Rys. 2a. Mapa procesu wdrażania strategii zarządzania oświatą na poziomie ponadszkolnym ze szczególnym uwzględnieniem
potrzeb rynku pracy

Model of educational strategy

Strategy team

1

Analysis and choice of method of creating the straregy

A...nd choice
me...nvironmental
analysis

Analysis and choice
method strategy position

Analys...
method st...

Anayysis elements of
macroemvironment

Evaluation of strategy
position

Evaluati...
p...

Local governmets's
office workers

Data of LG

85

Fig. 2b. Process map of implementation the educational strategy on the level above schools in conjunction with labor market
Rys. 2b. Mapa procesu wdrażania strategii zarządzania oświatą na poziomie ponadszkolnym ze szczególnym uwzględnieniem
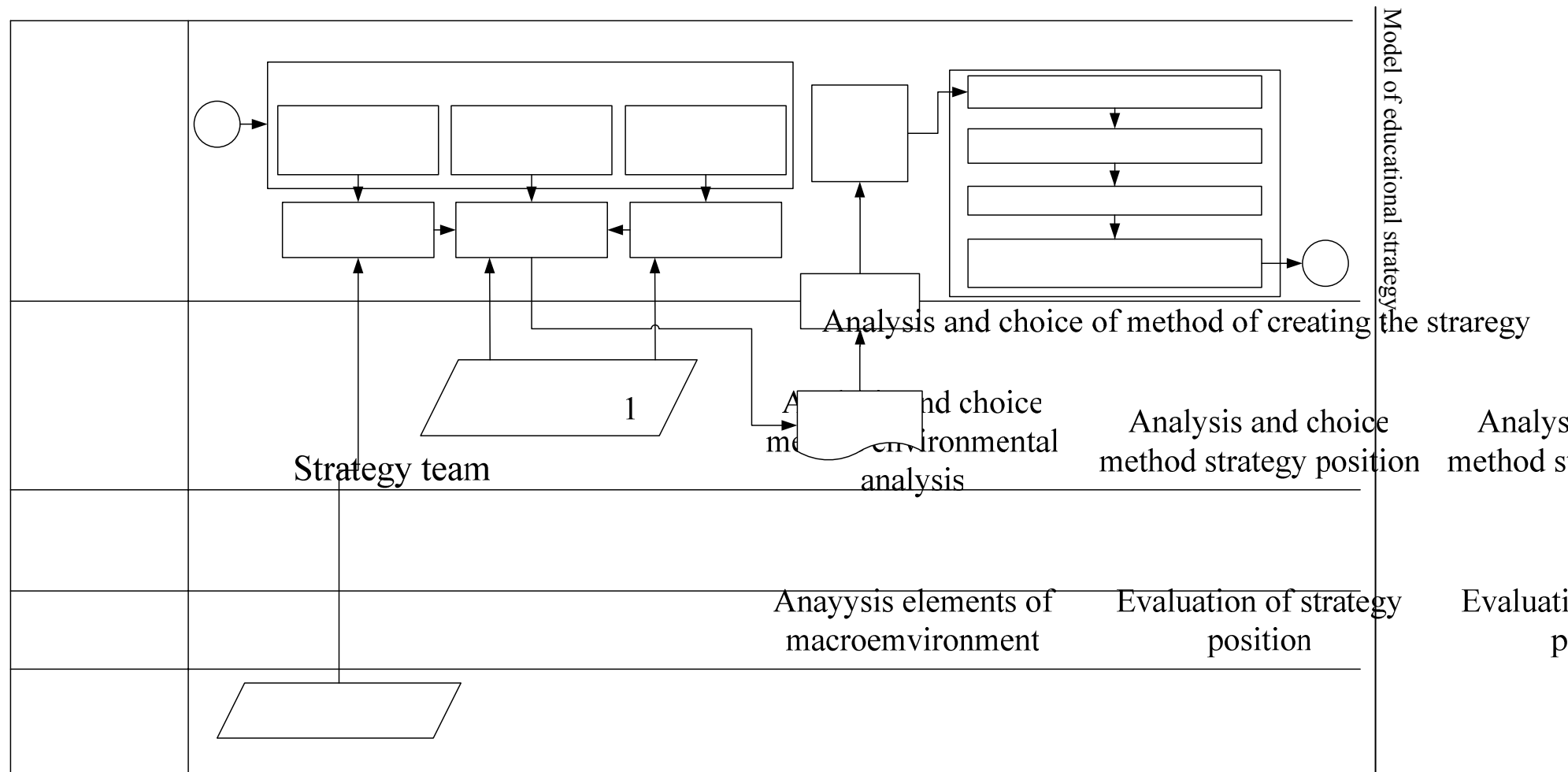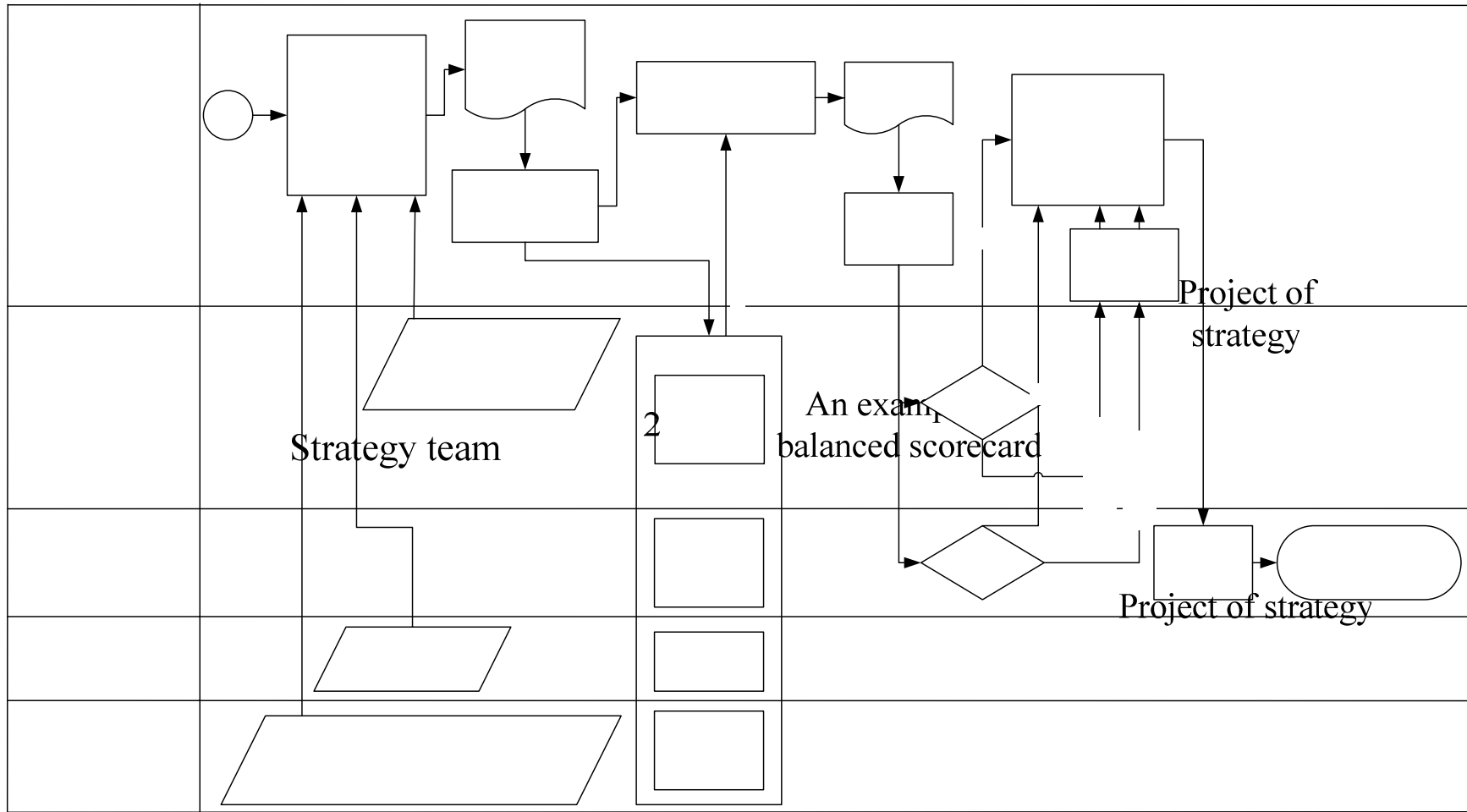potrzeb rynku pracy

Fig. 2c. Process map of implementation the educational strategy on the level above schools in conjunction with labor market

Rys. 2c. Mapa procesu wdrażania strategii zarządzania oświatą na poziomie ponadszkolnym ze szczególnym uwzględnieniem potrzeb rynku pracy

5. Model of supporting strategy realization

A new strategy needs new structures. Organization structure of educational system is very formal and not flexible. We can say that organization structure does not change, is constant. Information and decisions structures changes a lot. The are created individually in every local government. Local governments decide if strategy will or will not be implemented.

Model of supporting strategy realization was created on the basis on Yourdon method:[8]

- Model has to present model information flow between education institutions and environment institutions.
- Model has to present decision's processes, being a consequence of strategy.

To create the model of supporting strategy system the author has to:

- Create environment an model (context diagram – fig. 3 and list of events – tab. 1).
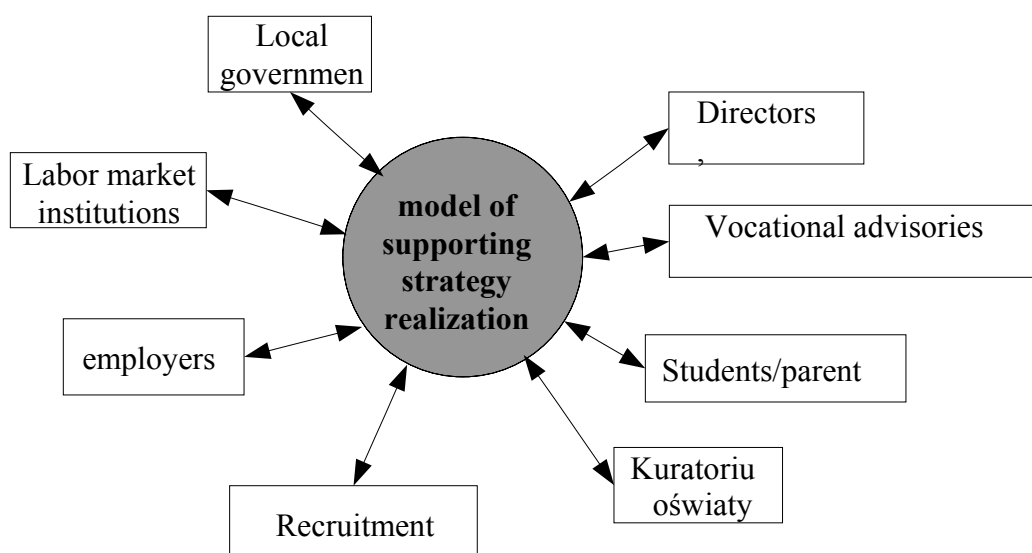- Create a group of DFD diagrams, as a fragment of behavior model.

Fig. 3. Contexts diagram of aided system of strategy
Rys. 3. Diagram kontekstowy dla systemu wspomagającego realizację strategii

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[8] Yourdon E.: Współczesna analiza strukturalna. WNT, Warszawa 1996.

For each event from list of events and processes it was made separate process. Its name is the answer of system for this process. Creating entrances and ways out and magazines of information there was created data flow diagram.

This DFD diagram was reorganized, processed are grouped. The diagram of the highest level has 5 processes (fig. 4).

Table 1

Fragment of lists of events and processes of describing answers for those events

Event 1	Labor matket institution informs aboue about structure of unemployed graduades
Process 1	Change the information about unemployd graduades
Event 2	Labor matket institution, employers and Rother labor market institutions inform about graduades' lacks in knowlwdge and behaviors willing on labor market
Process 2	Update information about knowlwdge and behaviors willing on labor market
Event 3	Graduades inform about their careers
Process 3	Make a raport of graduades' careers
Event 4	Labor matket institution inform about prezent ways of stimulation enemployed graduades
Process 4	Make the raport about stimulation unemployd graduades

P1

Inf. about unemployed graduades

P4

Inf. o bieżących sposobach aktywizacji bezrobotnych absolwentów + inf. o strukturze absolwentów korzystających z tej oferty

P3

Inf. About graduades' careers

raport about graduades' structure

Structure of schools' net

Educationalneeds

1
Manage the inf. about graduades

P3

P4

P2

P1

2
Manage the changes in schools' net

Inf. about knowlwdge and behaviors willing on labor market

Inf. about education's quatity

P2

Labor market

Graduades

job offers

3
Manage the labor market needs

4
Manage the strategy

raport about realising the strategy

Prognose of ways of education

Inf. About of use the offer of vocational guidance

Structure of vocational guidance

Schools

5
Manage the prosesses of vocational guidance

Vocational guidance

Educational needs an the area of vocational guidance

Process 1: Change the information about unemployd graduades

Process 2: Update information about knowlwdge and behaviors willing on labor market

Proces 3: Make a raport of graduades' careers

Proces 4: Make the raport about stimulation unemployd graduades
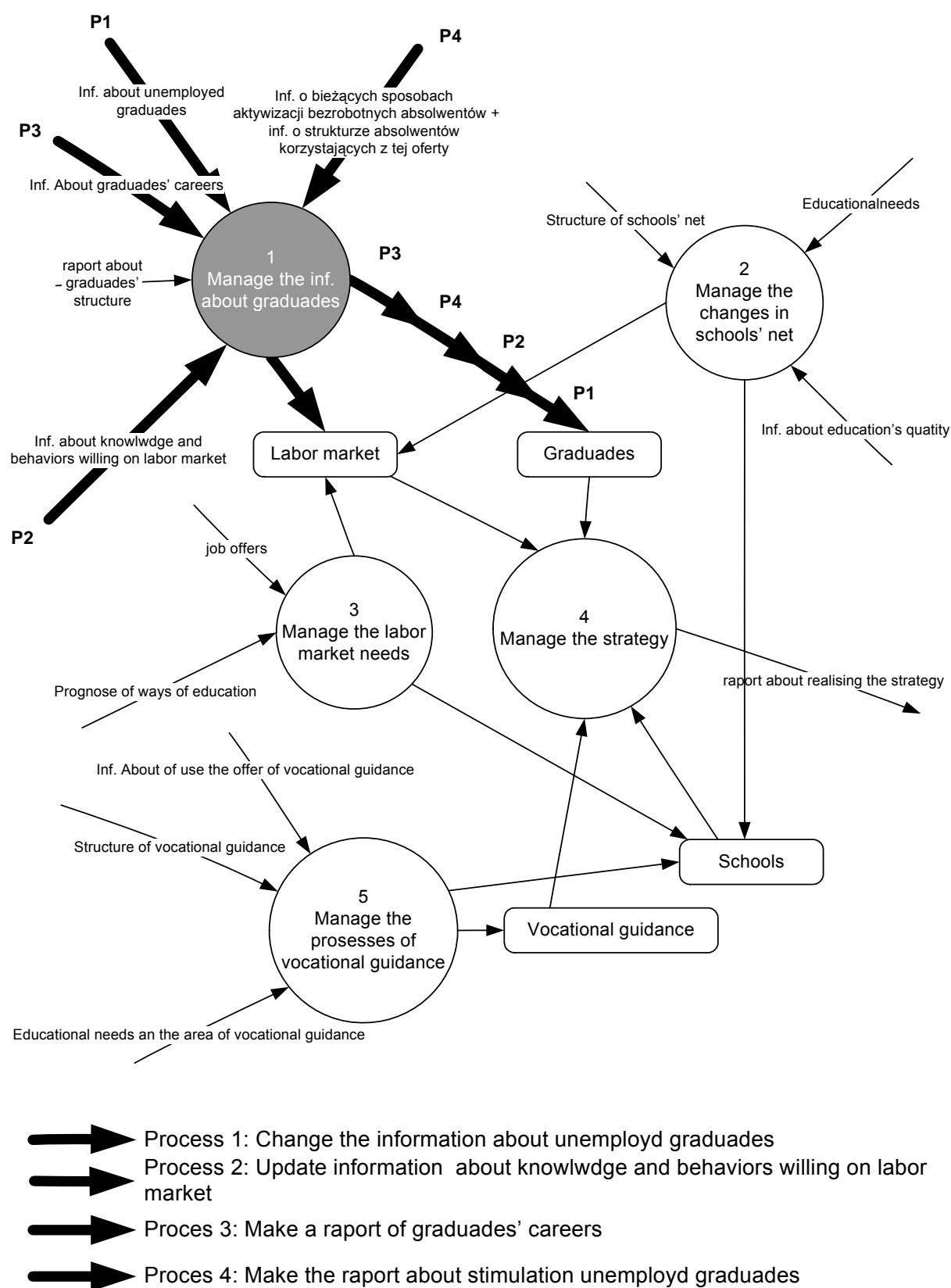
Fig. 4. Diagram 0 – the highest level of data flow diagram
Rys. 4. Diagram 0 – diagram przepływu danych najwyższego poziomu

6. The ways of strategy control

Strategy is monitored every year. During meetings all institutions engaged in creating strategy discuss and adapt the strategy for changes and environment.

Elements of strategy that are evaluated are as follow:

– Knowledge about documentations of aims and ways of development in education and environment area.
– Conclusions from strategic analysis and ways of development
– Particular aims and indicators.

7. Conclusion

Educational management on the level above schools means making decisions according to formal information comes from various sources.

Model presents information-deciding processes, realizing in formal structures of educational system and labor market. It also highlights ways of communication between those institutions.

Algorithms created to build, realize and control strategy help to create useful strategy.

Information-deciding processes defined in model are represented in the tool of realizing strategy – balanced scorecard.

The strategy can be an efficient tool of long term management of education on the level above schools. Balanced scorecard can be used as supporting tool for ma king decisions in local governments.

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