1 Introduction

It is widely recognized that knowledge management (KM) can provide an organization with the capability to understand customers' needs, effectively extract new ideas from suppliers and customers alike, and turn them into innovative products and services. Human resource management (HRM) plays an equal, if not more important, role in building and sharing the right set of employee competencies that help organizations to successfully compete. In many organizations, HR executives and KM experts have found that developing an IT infrastructure that allows the free exchange of employee experience and expertise has increased the company's competitiveness. Many companies are now aware that timely capturing their employees collective knowledge is the only way to preserve their investments in human capital. As a result, some of them have invested to develop a corporate culture of sharing knowledge and experience, capable of convincing employees to share their expertise.

However, how to enable synergy between KM and HRM to foster open innovation is still a relatively new issue. Traditionally, innovation has been seen as the responsibility of a R&D team or of a business unit. Recent experience has shown that innovation is largely dependent on creative individuals working in an environment that spans multiple organizations and includes, beyond regular employees, consultants and suppliers. Knowledge-supported HR can play a key role in attracting and keeping the most innovative people and partners, creating a culture that supports innovation.

This workshop objective is twofold. The first goal is to provide a forum to discuss theoretical models and practical evidence on the effectiveness of knowledge-supported human resource (HR) management. The second goal is to investigate the connection between the implementation of knowledge-supported HR and the degree of open and employee-driven innovation achieved by organizations.
2 Presented Papers

Interfaces between Human Resource Management and Knowledge Work Practices
Ronald Maier, Gabriela Waldhart, Valerio Bellandi, Fulvio Frati, Janez Hrastnik and Isabella

Knowledge work has changed substantially in practice, partly due to using advanced information and communication technologies. Knowledge workers are increasingly self-organized and learn mostly informally on the work place. These changes have relevant implications for human resource management. Based on data that was collected in 11 semi-structured interviews with key people in two companies, four current knowledge work practices in the domains of competence management, knowledge management and innovation management are richly described. These practices are then analyzed with respect to highlighting and characterising potential interfaces to human resource management.

CR2S: Competency Roadmap to Strategy
Paolo Ceravolo, Valerio Bellandi, Fulvio Frati and Ernesto Damiani

It is well acknowledged that Human Resources are one of the most important assets of a company; as a consequence, Competency Management became a well established approach for organizing workforce recruitment, training and development. At the same time, Competency Management is more and more moving towards a tight integration with business and knowledge management frameworks, having a crucial role in business process re-engineering, giving to competencies a central role to achieve higher performance variance, determine better return-on-investment or economic value of competency initiatives, implementing deep organizational transformation, and change market and organizational strategies. Our approach, taking inspiration from Technology Roadmaps, proposes the Competency Roadmap to Strategy, an integrated model for organizing the competency bouquet of a company in coordination with strategic designing of business activities.

Development of a Competence Management System: an algebraic approach
Laura Fortunato, Serena Lettera, Salvatore Totaro, Mariangela Lazo, Cristian Bisconti, Angelo Corallo and Giovanni Pantalone

The complexity in engineering processes of high technology companies needs to carefully and efficiently manage the human resources competences dedicated to the related activities. Focus on an Italian aerospace company, Alenia Aeronautica, the paper wants to illustrate the use of set theory in order to represent objects, rules and indexes of the competence management methodology. This mathematical formalism allows to easily represent the complexity of this context and to guide the implementation of a future competence management system (CMS). In addition, the use of an algebraic approach allows the implementation of a competence management information system that may be customized to any industrial context. In addition, this flexible structure can
be easily modified to respond to a continuously changing competence scenario related to the business environment.

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