

INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT



Department of Business and Management
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DEFINITION OF HRD

- **A set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands.**



EMERGENCE OF HRD

- **Employee needs extend beyond the training classroom**
- **Includes coaching, group work, and problem solving**
- **Need for basic employee development**
- **Need for structured career development**
- **ASTD changes its name to the *American Society for Training and Development***



RELATIONSHIP BETWEEN HRM AND HRD

- **Human resource management (HRM) encompasses many functions**
- **Human resource development (HRD) is just one of the functions within HRM**



PRIMARY FUNCTIONS OF HRM

- **Human resource planning**
- **Equal employment opportunity**
- **Staffing (recruitment and selection)**
- **Compensation and benefits**
- **Employee and labor relations**
- **Health, safety, and security**
- **Human resource development**



SECONDARY HRM FUNCTIONS

- **Organization and job design**
- **Performance management/ performance appraisal systems**
- **Research and information systems**



HRD FUNCTIONS

- **Training and development (T&D)**
- **Organizational development**
- **Career development**



TRAINING AND DEVELOPMENT (T&D)

- **Training – improving the knowledge, skills and attitudes of employees for the short-term, particular to a specific job or task – e.g.,**
 - Employee orientation
 - Skills & technical training
 - Coaching
 - Counseling



TRAINING AND DEVELOPMENT (T&D)

- **Development – preparing for future responsibilities, while increasing the capacity to perform at a current job**
 - Management training
 - Supervisor development



ORGANIZATIONAL DEVELOPMENT

- **The process of improving an organization's effectiveness and member's well-being through the application of behavioral science concepts**
- **Focuses on both macro- and micro-levels**
- **HRD plays the role of a *change agent***



CAREER DEVELOPMENT

- **Ongoing process by which individuals progress through series of changes until they achieve their personal level of maximum achievement.**
 - Career planning
 - Career management



LEARNING & PERFORMANCE

The New Learning and Performance Wheel



By Permission: Naughton & Rothwell (2004)



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SUPERVISOR'S ROLE IN HRD

- **Implements HRD programs and procedures**
- **On-the-job training (OJT)**
- **Coaching/mentoring/counseling**
- **Career and employee development**
- **A “front-line participant” in HRD**



ORGANIZATIONAL STRUCTURE OF HRD DEPARTMENTS

- **Depends on company size, industry and maturity**
- **No single structure used**
- **Depends in large part on how well the HRD manager becomes an institutional part of the company – i.e., a revenue contributor, not just a revenue user**



SAMPLE HRD JOBS/ROLES

- **Executive/Manager**
- **HR Strategic Advisor**
- **HR Systems Designer/Developer**
- **Organization Change Agent**
- **Organization Design Consultant**
- **Learning Program Specialist**



SAMPLE HRD JOBS/ROLES – 2

- **Instructor/Facilitator**
- **Individual Development and Career Counselor**
- **Performance Consultant (Coach)**
- **Researcher**



HR MANAGER ROLE

- **Integrates HRD with organizational goals and strategies**
- **Promotes HRD as a profit enhancer**
- **Tailors HRD to corporate needs and budget**
- **Institutionalizes performance enhancement**



HR STRATEGIC ADVISOR ROLE

- **Consults with corporate strategic thinkers**
- **Helps to articulate goals and strategies**
- **Develops HR plans**
- **Develops strategic planning education and training programs**



HR SYSTEMS DESIGNER/DEVELOPER

- **Assists HR manager in the design and development of HR systems**
- **Designs HR programs**
- **Develops intervention strategies**
- **Plans HR implementation actions**



ORGANIZATION CHANGE AGENT

- **Develops more efficient work teams**
- **Improves quality management**
- **Implements intervention strategies**
- **Develops change reports**



ORGANIZATION DESIGN CONSULTANT

- **Designs work systems**
- **Develops effective alternative work designs**
- **Implements changed systems**



LEARNING PROGRAM SPECIALIST

- **Identifies needs of learners**
- **Develops and designs learning programs**
- **Prepares learning materials and learning aids**
- **Develops program objectives, lesson plans, and strategies**



INSTRUCTOR/FACILITATOR

- **Presents learning materials**
- **Leads and facilitates structured learning experiences**
- **Selects appropriate instructional methods and techniques**
- **Delivers instruction**



INDIVIDUAL DEVELOPMENT AND CAREER COUNSELOR

- **Assists individuals in career planning**
- **Develops individual assessments**
- **Facilitates career workshops**
- **Provides career guidance**



PERFORMANCE CONSULTANT (COACH)

- **Advises line management on appropriate interventions to improve individual and group performance**
- **Provides intervention strategies**
- **Develops and provides coaching designs**
- **Implements coaching activities**



RESEARCHER

- **Assesses HRD practices and programs**
- **Determines HRD program effectiveness**
- **Develops requirements for changing HRD programs to address current and future problems**



Key roles and competencies of training specialists

Domain	Role	Competency
Technical	<i>Evaluator/Analyst</i>	Measurement Test development Data analysis Research methods
	<i>Instructor</i>	Learning theory Communication skills Motivating skills Subject matter knowledge Platform skills
	<i>Career development facilitator</i>	Knowledge/application of career models Career counseling Job counseling
	<i>Instructional technologist</i>	Knowledge of equipment/software
	<i>Program designer/developer</i>	Formulating training objectives Literature review Model building Materials development Media capabilities Training methods/techniques
Business	<i>Management</i>	Cost/benefit analysis Delegating OB/OD Project management Records management Strategic planning Creating alliances Negotiating
	<i>Marketer</i>	Promotion Distribution Development of customer focus
Interpersonal	<i>Communicator</i>	Processing group reactions Providing constructive feedback Presentation skills Interviewing Relationship building Writing



CHALLENGES FOR HRD

- **Changing workforce demographics**
- **Competing in global economy**
- **Eliminating the skills gap**
- **Need for lifelong learning**
- **Need for organizational learning**



CHANGING DEMOGRAPHICS IN THE WORKPLACE

By 2020, it is predicted that:

- **African-Americans will remain at 11%**
- **Hispanics will increase from 9% to 14%**
- **Asians will increase from 4% to 6%**
- **Whites will decrease from 76% to 68%**
- **Women will increase from 46% to 50%**
- **Older workers (>55) will increase to 25%**



COMPETING IN THE GLOBAL ECONOMY

- **New technologies**
- **Need for more skilled and educated workers**
- **Cultural sensitivity required**
- **Team involvement**
- **Problem solving**
- **Better communications skills**



ELIMINATING THE SKILLS GAP

- **Example: In South Carolina, 47% of entering high school freshmen don't graduate.**
 - Best state is Vermont, with 81% graduating
- **Employees need to be taught basic skills:**
 - Math
 - Reading
 - Applied subjects
- **Need to improve U.S. schools!**



NEED FOR LIFELONG LEARNING

- **Organizations change**
- **Technologies change**
- **Products change**
- **Processes change**
- **PEOPLE must change!!**



NEED FOR ORGANIZATIONAL LEARNING

- **Organizations must be able to learn, adapt, and change**
- **Principles:**
 - Systems thinking
 - Personal mastery
 - Mental models
 - Shared visions
 - Team learning



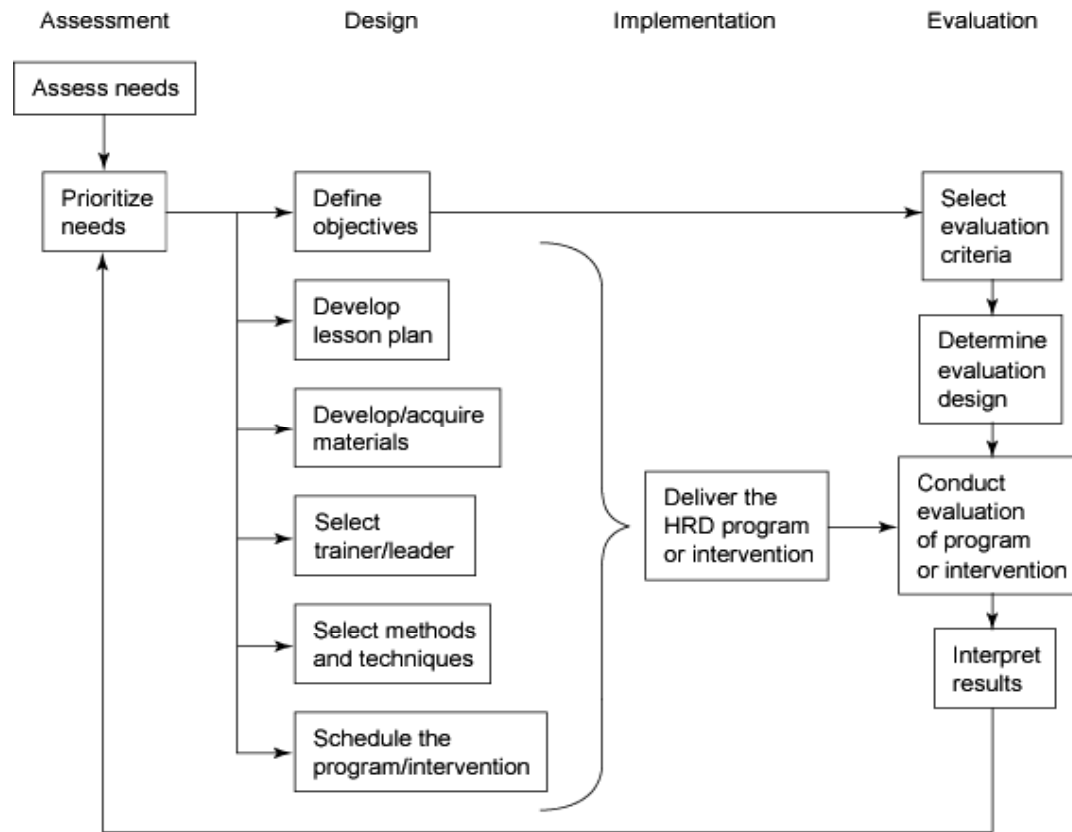
A FRAMEWORK FOR THE HRD PROCESS

HRD efforts should use the following four phases (or stages):

- Need assessment**
- Design**
- Implementation**
- Evaluation**



TRAINING & HRD PROCESS MODEL



NEEDS ASSESSMENT PHASE

- **Establishing HRD priorities**
- **Defining specific training and objectives**
- **Establishing evaluation criteria**



DESIGN PHASE

- **Selecting who delivers program**
- **Selecting and developing program content**
- **Scheduling the training program**



IMPLEMENTATION PHASE

- **Implementing or delivering the program**



EVALUATION PHASE

Determining program effectiveness – e.g.,

- **Keep or change providers?**
- **Offer it again?**
- **What are the true costs?**
- **Can we do it another way?**

