

# 1. CONCEPT OF HUMAN RESOURCE DEVELOPMENT

(Pace, Smith & Mills, 1991)

- Introduction
- Definitions of human resource development
- Associated terminology
- Human resource development assumptions
- Human resource activity areas (HRAAs)
- Positioning HRD in the organisation
- HRD – an asset-developing function
- What HRD specialists do?
- HRD profession
- HRD role combination in real jobs
- The sociotechnical system
- Competencies and human resource development
- Range of Human resource development strategies

# INTRODUCTION

Human resource development (HRD) promotes organisational competitiveness and productivity

- Organisational competitiveness and productivity are contributed by
  - (i) the individual in terms of employee **knowledge, skills and attitudes (ksa)**, and
  - (ii) the organisation involving the work system of **policies, structure, and management practices**

Performance = Effort x Ability x Support

HRD professionals seek to strengthen the individual and the work system to achieve short-term and long-term individual and organisational goals.

HRD – a professional field and a field of academic study

- employ developmental practices to increase quality, productivity, satisfaction among workers, managers, and other organisational members.

# *Continuation*

HRD professionals are:

- dedicated, educated, and prepared to
- assist employees, their managers, and others in the organisation to
- increase cost-effectiveness of individuals, groups, and systems.

Goals of HRD:

- achieve the highest quality of work life for employees
- produce the highest quality of products and services.

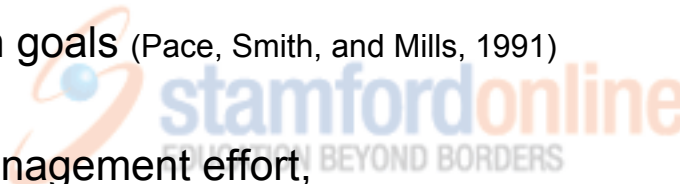
Goals of improving the system:

- change and refine the organisation's structure
- identify and recruit the best possible individuals to fill organisational positions
- train the people to be more skillful.

# DEFINITIONS OF HUMAN RESOURCE DEVELOPMENT

## Human resource development:

- integration of individual development (ID), career development (CD), and organisational development (OD) roles,
- achieve maximum productivity, quality, opportunity, and organisation member fulfilment,
- accomplish organisation goals (Pace, Smith, and Mills, 1991)
- planned, continuous management effort,
- improve employee competency and organisational performance levels,
- through training, education and developmental programmes (Mondy & Noe III, 1993)
- set of systematic and planned activities designed by an organisation,
- provide its members with opportunities to learn necessary skills
- meet current and future job demands (Werner & DeSimone, 2006)



# Continuation

## Human resource development

- Organised learning in a definite time period
- to increase the possibility of improving job performance growth (Nadler & Nadler, 1990)
- Study and practice of increasing the learning capacity of individuals, groups, collectives, and organisations
- through the development and application of learning-based interventions
- for the purpose of optimising human and organisational growth and effectiveness (Chalofsky, 1992)
- Integrated use of training and development, career development, and organisational development
- to improve individual and organisational effectiveness (McLagan & Suhadolnik, 1989).
- Field of study and practice
- responsible for fostering long-term, work-related learning capacity at the individual, group, and organisational level of organisations (Watkins, 1989).
- Encompasses activities and processes
- intended to have impact on organisational and individual learning (Stewart & McGoldrick, 1996).



# *Continuation*

## Individual development (ID)

- Assists employees to identify their strengths and weaknesses,
- Build on those strengths, overcome their weaknesses, and use their full potential,
- Contribute to organisational effectiveness while accomplishing individual personal goals.
- Role implementation covers needs analyst, programme designer, and instructor/facilitator.

## Career development (CD)

- Focuses fundamentally on the integration between individual and organisational jobs,
- How the worker performs and shapes work roles and positions.
- Role implementation is conducted through the individual career development counsellor.

## Organisation development (OD)

- Directs attention primarily on the system – structure and functions,
- Processes of change that subscribes to effective intra-unit and inter-unit relationships.
- Role implementation involves that of the organisation change agent.

# ASSOCIATED TERMINOLOGY (Wilson, 1999)

- Learning = a relatively permanent change of knowledge, attitude or behaviour occurring as a result of formal education or training, or as a result of informal experiences.
- Training = learning related to present job.
- Education = learning to prepare the individual but not related to a specific present or future job.
- Development = learning for growth of the individual but not related to a specific present or future job.



# HUMAN RESOURCE DEVELOPMENT ASSUMPTIONS

- Worth of the individual
- Employees as resources
- Quality work environment
- Employee satisfaction
- Continuous learning need
- Change opportunities preparation
- Broad scope of HRD concern.



# HR ACTIVITY AREAS (HRAAs)

<b>1. Creating the System</b>	<b>2. Maintaining the System</b>	<b>3. Improving the System (HRD)</b>
<ul style="list-style-type: none"><li>• Organisation Design</li><li>• Job Design</li><li>• Planning</li><li>• Selection and Staffing</li></ul>	<ul style="list-style-type: none"><li>• Information Systems</li><li>• Compensation and Benefits</li><li>• Employee Assistance</li><li>• Labour Relations</li></ul>	<ul style="list-style-type: none"><li>• Individual Development (ID)</li><li>• Career Development (CD)</li><li>• Organisation Development (OD)</li></ul>

# POSITIONING HRD IN THE ORGANISATION

- The need for HRD specialists in the organisation
- The importance of HRD in the organisation
- HRD as a staff or line function
- HRD reporting relationships



# HRD – AN ASSET-DEVELOPING FUNCTION

(Zemke, 1981)

- Thrives on creative problem solving,
- Ensure work force of qualified, enthusiastic, achieving individuals

HRD programmes teach employees to manufacture, operate, sell new products, and /or other service operations



# WHAT HRD SPECIALISTS DO

1. Administrator
2. Evaluator
3. Individual Career Development Advisor
4. HRD Manager
5. Instructor/Facilitator
6. Marketer
7. Materials Developer
8. Needs Analyst
9. Organisation Change Agent
10. Programme Designer
11. Researcher



# HRD PROFESSION

Three main components – HRD roles, HRD programme areas, HRD careers

HRD Roles:

## Analytical Roles Cluster

- \* Needs Analyst
- \* Researcher
- Evaluator

## Developmental Roles Cluster

- \* Programme Designer
- \* Materials Developer

## Instrumental Roles Cluster

- \* Instructor/Facilitator
- \* Organisation Change Agent
- \* Marketer

## Mediational Roles Cluster

- \* HRD Manager
- \* Individual Career Development Advisor
- \* Programme Administrator



# HRD ROLE COMBINATIONS IN REAL JOBS

## Government

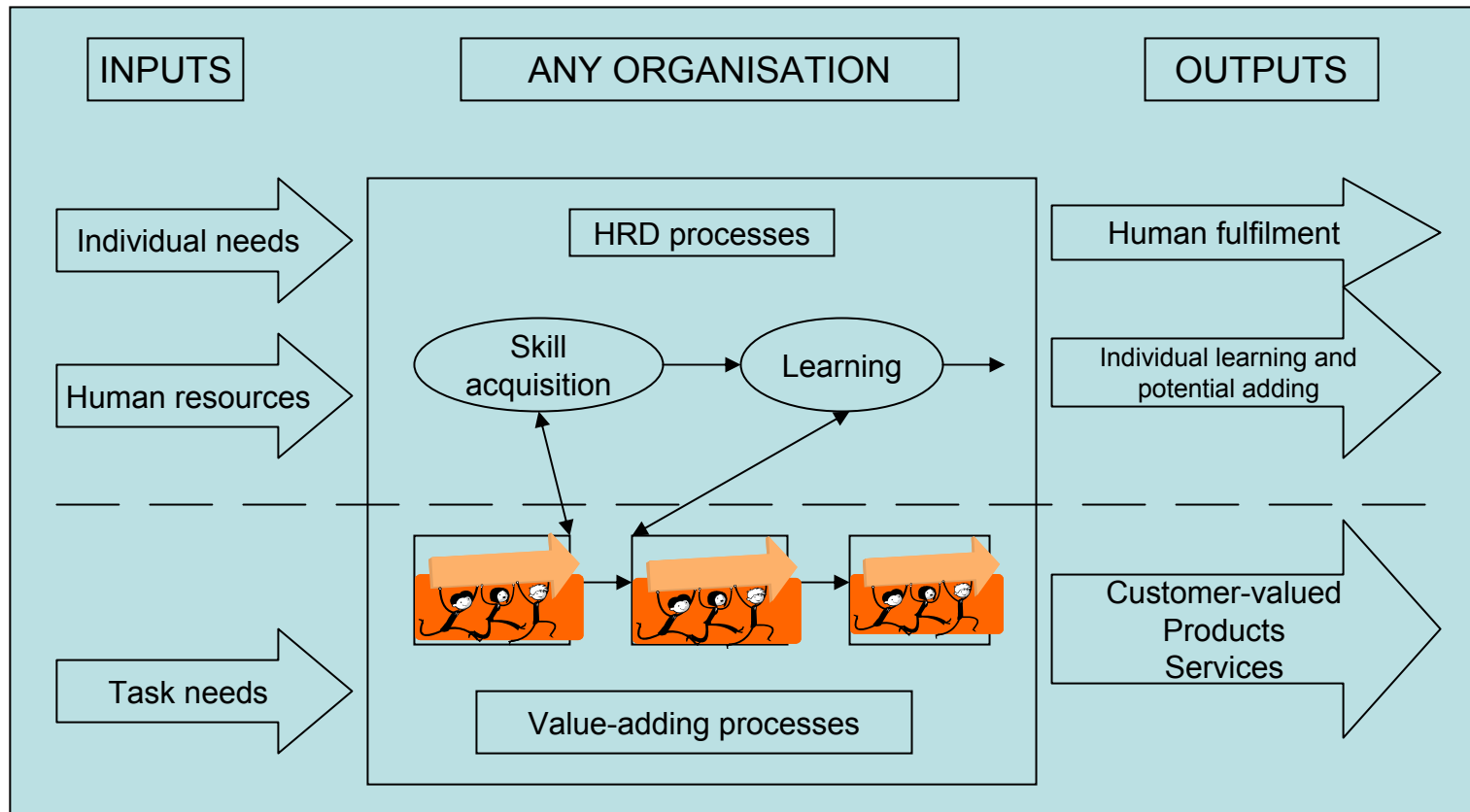
- Planning
- Advising
- Scheduling
- Training
- Record Keeping

## Business

- Managing
- Administering
- Develop Training
- Develop Curriculum



# THE SOCIO-TECHNICAL SYSTEM



# COMPETENCIES AND HUMAN RESOURCE DEVELOPMENT (Wilson, 1999)

## Technical Competencies

- Adult Learning Understanding\*
- Career Development Theories and Techniques Understanding
- 3. Competency Identification Skill\*
- 4. Computer Competence
- 5. Electronic Systems Skill
- 6. Facilities Skill
- 7. Objectives Preparation Skill\*
- 8. Performance Observation Skill
- 9. Subject Matter Understanding
- 10. Training and Development Theories and Techniques Understanding
- 11. Research Skill

## Business Competencies

- 12. Business Understanding\*
- 13. Cost-benefit Analysis Skill
- 14. Delegation Skill
- 15. Industry Understanding
- 16. Organisational Behaviour Understanding\*
- 17. Organisation Development Theories and Techniques Understanding
- 18. Organisation Understanding
- 19. Project Management Skill
- 20. Records Management Skill



# Continuation

## Interpersonal Competencies

21. Coaching Skill
22. Feedback Skill\*
23. Group Process Skill
24. Negotiation Skill
25. Presentation Skill\*
26. Questioning Skill\*
27. Relationship Building Skill\*
28. Writing Skill\*

## Intellectual Competencies

29. Data Reduction Skill
30. Information Search Skill\*
31. Intellectual Versatility\*
32. Model Building Skill
33. Observing Skill\*
34. Self-knowledge
35. Visioning Skill

### Note

\* = core competency

# RANGE OF HUMAN RESOURCE DEVELOPMENT STRATEGIES

Training	Development	Team Development	Organisation wide initiatives	Organisation climate
<ul style="list-style-type: none"> <li>* Off-the-job in-house courses/ workshops</li> <li>* External courses</li> <li>* Planned organisation experience</li> <li>* On-the-job coaching</li> </ul>	<ul style="list-style-type: none"> <li>* Mentoring</li> <li>* Stretch assignment</li> <li>* Development plans</li> <li>* Career progression</li> <li>* Tacit skills capture</li> <li>* Qualifications support</li> <li>* Secondments</li> </ul>	<ul style="list-style-type: none"> <li>* Networking</li> <li>* Multi-disciplinary problem-solving activities</li> <li>* Outdoor development</li> <li>* Corporate conferences</li> <li>* Quality improvement teams</li> </ul>	<ul style="list-style-type: none"> <li>* Development centres</li> <li>* Strategic partnering</li> <li>* Learning organisation</li> <li>* Corporate university</li> <li>* Benchmarking</li> <li>* TQM</li> <li>* Culture change</li> </ul>	<ul style="list-style-type: none"> <li>* Adequate resource allocations</li> <li>* Formal commitment to learning in policy</li> <li>• Enriched jobs</li> <li>* Supporting actions of key stakeholders</li> </ul>

# REVIEW

- Introduction
- Definitions of human resource development
- Associated terminology
- Human resource development assumptions
- Human resource activity areas (HRAAs)
- Positioning HRD in the organisation
- HRD – an asset-developing function
- What HRD specialists do
- HRD profession
- HRD role combinations in real jobs
- The socio-technical system
- Competencies and human resource development
- Range of human resource development strategies

