Module 1 – A theoretical basis for human resource development (HRD)

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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.
Early apprenticeship programs
Early vocational education programs
Early factory schools
Early training for unskilled/semiskilled
Human relations movement
Establishment of training profession
Emergence of HRD
Early Apprenticeship Programs

- Artisans in 1700s
- Artisans had to train their own workers
- Guild schools
- Yeomanries (early worker unions)
Early Vocational Education Programs

- 1809 – DeWitt Clinton’s manual school
- 1863 – President Lincoln signs the Land-Grant Act promoting A&M colleges
- 1917 – Smith-Hughes Act provides funding for vocational education at the state level
Early Factory Schools

- Industrial Revolution increases need for trained workers to design, build, and repair machines used by unskilled workers.
- Companies started machinist and mechanical schools in-house.
- Shorter and more narrowly-focused than apprenticeship programs.
Early Training for Unskilled/Semiskilled Workers

- Mass production (Model T)
  - Semiskilled and unskilled workers
  - Production line – one task = one worker

- World War I
  - Retool & retrain
  - “Show, Tell, Do, Check” (OJT)
Human Relations Movement

- Factory system often abused workers
- “Human relations” movement promoted better working conditions
- Start of business & management education
- Tied to Maslow’s hierarchy of needs
Establishment of the Training Profession

- Outbreak of WWII increased the need for trained workers
- Federal government started the Training Within Industry (TWI) program
- 1942 – *American Society for Training Directors (ASTD)* formed
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
Line versus Staff Authority

- **Line Authority** – given to managers directly responsible for the production of goods and services (direct function)
- **Staff Authority** – given to units that advise and consult line units
Limits of Authority

- HRM & HRD units have *staff* authority (Overhead function)
- Line authority takes precedence
- Scope of authority – how far (how much) can you authorize?
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)
Critical HRD Issues

- Strategic management and HRD
- The supervisor’s role in HRD
- Organizational structure of HRD
Strategic Management & HRD

- Strategic management aims to ensure organizational effectiveness for the foreseeable future – e.g., maximizing profits in the next 3 to 5 years.
- HRD aims to get managers and workers ready for new products, procedures, and materials.
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
HRD Organization in a Large Company
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

Werner & DeSimone 2006
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
Certification and HRD

Certified Professional in Learning and Performance (CPLP™)

The ASTD Certification Institute offers workplace learning and performance (WLP) professionals an opportunity to enhance credibility and prove value in an increasingly competitive marketplace. It covers nine areas of expertise as defined by the ASTD Competency Model.

Professional in Human Resources (PHR)

SHRM offers the PHR exam to all HR professionals..\PHR Exam Breakdown by Topic.doc
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 U.S. 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):

- Needs assessment
- Design
- Implementation
- Evaluation

(“A DImE”)
Training & HRD Process Model

Assessment
- Assess needs
- Prioritize needs

Design
- Define objectives
- Develop lesson plan
- Develop/acquire materials
- Select trainer/leader
- Select methods and techniques
- Schedule the program/intervention

Implementation
- Deliver the HRD program or intervention

Evaluation
- Select evaluation criteria
- Determine evaluation design
- Conduct evaluation of program or intervention
- Interpret results

Werner & DeSimone 2006
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?
Summary

- HRD is too important to be left to amateurs
- HRD should be a revenue producer, not a revenue user
- HRD should be a central part of company
- You need to be able to talk MONEY