Introduction to Human resources development concepts

Definitions 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,
1. Human Resource Development **Can Be**
✓ **Formal** Such as In Classroom Training, A College Course
✓ **Informal** As in Employee Coaching by A Manager.

Benefits of an Effective HRD System

1. **Enhanced Performance:** The HRD System improve employees with the skills needed to improved overall organizational performance.
2. **Talent Retention:** Organizations that invest in employee development loyalty, reducing turnover rates and attracting top talent.
3. **Innovation:** A learning culture within the HRD System encourages employees to innovate and bring fresh ideas to the table.
4. **Adaptability:** The HRD System ensures that employees are prepared to navigate to change

The Relationship between HRD and Human Resources Management HRM

Human resource management (HRM) encompasses many functions

Human resource development (HRD) is just one of the functions within HRM

HRM (Human Resource Management):	HRD (Human Resource Development):
• **Focus** on deals with managing personnel within an organization to achieve organizational goals effectively and efficiently.	**Focus** focuses on developing and improving the skills, knowledge, abilities, and capabilities of employees.
• **Activities** It involves tasks such as recruitment, selection, training, performance appraisal, compensation, and employee relations.	**Activities** It includes activities such as training and development, career planning, talent management, succession planning, and organizational development.

• **Objective** to maximize employee performance to achieve organizational goals.	**Objective** to enhance individual and organizational effectiveness by improving the capabilities and performance of employees.

HRD functions

1. Training and development
2. Organizational development
3. Career development
4. Performance Appraisal

1. Employee Training and development

• Training	• Development
Improving the knowledge, skills and attitudes of employees for the short-term, particular to a specific job or task. a. Employee orientation b. Skills & technical training C. Coaching	Preparing for future responsibilities, while increasing the capacity to perform at a current job a. Management development b. Supervisor development

2. Organizational Development

•(OD) is defined as the process of enhancing the effectiveness of an organization and the well-being of its members through the application of behavioral science concepts.

•focus on both macro and micro-organizational changes:

• **Macro changes** are intended to improve the effectiveness of the organization as a whole	• **Micro changes** are directed at individuals, small groups, and teams.

3. Career management

"An ongoing process by which individuals progress through a series of changes until they achieve their personal level of maximum achievement

involves two processes:

•Career planning	•Career management
involves activities performed by an individual, often with the **assistance of counselors** and others, to assess his or her skills and abilities in order to establish a realistic **career plan**.	involves taking the necessary steps **to achieve that plan**, and generally focuses more on what an organization can do to promote employee career development

4. Performance Appraisal

• the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

The Building Blocks of HRD System (HRD Process)

1. Needs Assessment

2. Designing Programs

3. Implementation

4. Evaluation

The Building Blocks of HRD System

1. Needs Assessment

- starts with identifying the organization's needs. This involves evaluating skill gaps, performance levels, and aligning them with strategic objectives.
  ✓ Training needs assessment tools:
1. Interviews with managers and supervisors about their subordinates;
2. Observing job performance of individuals;
3. Monitoring group discussions relating to current work problems.

2. Designing activities (Planning)

1. Based on the needs assessment, Involves the sorting out of priorities, drawing up initial plans, costing them, and submitting the draft plans for approval by top management.

✓ Include the following activities:

1.Selecting the specific objectives of the program.

2.Developing an appropriate lesson plan.

3.Developing the content of the program and the appropriate materials for trainees to use.

4.Selecting the most appropriate methods to conduct the program.

On-the-Job Training - Job instruction training, job rotation, coaching, mentoring;

Classroom training – Lectures, simulation, static media – handouts, books, conference/discussion, DVD and video taps, case studies, role playing

Self-paced training - Program instruction, computer-based training, e-learning, intranet.

Determining who will deliver program – HRD professionals, managers, supervisors, outside consultants.

Scheduling the training program – program length, notifications, locations, etc

Implementation:

Implementation involves the carrying out of the training program according to the approved plans.

I.e. creating an environment that enhances learning and resolving arising problems.

The designed programs are then put into action.

This can involve training workshops, mentorship programs, leadership development initiatives, and more.

• It is a collaborative work between training specialists and their line and staff managers.

• Effective communication between the parties involved is crucial and should be timely.

Evaluation:

• The evaluation of a HRD program is part of the control process.

• It is the process of determining the effectiveness of the program.

• Evaluation provides information on participants' reaction to the program which allows managers to make better decisions with regard to:

• Whether to keep or change providers.

• Whether to offer the program again.

• The true costs.

• Whether it can be done in another way.

Principle of HRD

1- Principle of HRD Development of Organizational Capability:

An ideal HRD system should be based on the principle of overall development of employees and the organization as a whole. The capabilities include overall development of the work force in all aspects, may it be technical, physical, psychological or moral development in an organized manner.

2- Principle of Potential Maximization:

HRD system must enable their employees to identify their hidden potential and make them competent enough to exploit their talent in an optimum manner so that they could contribute their efforts in attaining organizational goals.

3-Principle of Autonomy Maximization:

Autonomy is the degree of independence given to employees at work so that they could be able to tackle responsibility to some extent of what they are capable of handling. A proper HRD system must provide certain level of autonomy to its employees enabling them of handling duties on their own.

4-Principle of Maximum delegation:

Delegation of responsibilities means sharing responsibilities of authorities with subordinates so that a cohesive and a congenial environment could be developed in an organization.

5-Principle of Participative Decision-making:

Participation of subordinates must be encouraged by top level managers in an ideal HRD system to create a comfortable working atmosphere where workers are free to discuss their ideas and always welcomed for suggestions.

6-Principle of Change Management:

Change is the only permanent thing in this universe but usually people resists change. To beat the competition an organization and its human resource should be as much flexible in getting itself adapt to the changing scenario of 21st century. A good HRD system must attempt to strike a balance between the organizational culture and the changing culture.

7-Principle of Periodic Review:

Review and renewal of HRD functions like training and development, career planning and development, performance and potential appraisal, counseling, etc. of employees should take place regularly in an organization at certain periodic intervals.

Staff development methods

• On the job training On the job training refers to a form of training which is provided at the work place during the performance of the actual job. The objectives of such training are "learning by doing " Examples: Coaching, Job Instruction Training, Job Rotation, Mentoring. Staff development methods	• Off the job training • When the employees are given training outside the actual work location. it is generally used in case of new employees. Examples: • Lectures, Group Discussion, Brainstorming, Simulation, Role Playing, Internship Training

Challenges to HRD professionals

1)Increasing Workforce Diversity

The workforce has become increasingly more diverse, and this trend toward diversity will continue so organizations need to deal with cultural and language differences.

2)Competing in the Global Economy

• New technologies

• Need for more skilled and educated workers

• Problem solving

• Better communications skills

3)Eliminating the Skills Gap

• Organization has to hire educated workers, but also organization have to confront that about 30%-40% of students entering work force are unable to meet job requirements due to deficiency of basic skills.

4)Need for Lifelong Learning

• Organizations change

• Technologies change

• Products change

• So, PEOPLE must change