

Topic 1:

L01: Defining Human Resource Development:

- “Set of systematic and planned activities designed by an organisation to provide its members with opportunities to learn necessary skills to meet current and future job demands”
- Learning is at the core of all HRD efforts
- It is often said that an organisation is only as good as its people
- HRD activities in the workplace:
 - Start with employee joining organisation; orientation and socialization
 - Should continue throughout employment; career development
 - Must be responsive to work and job changes; organisational development
 - But at the same time reflect corporate goals and strategies

LO2: Evolution of HRD:

- The term HRD has been in common use since the 1980s. However, the concept has been around a lot longer than that.

1. Apprenticeship training programs (18 th Century):	<ul style="list-style-type: none">-Small craft shop owners employed additional workers to meet growing demand for household goods.-Shop owners had to educate and train workers.-This was also followed in other professions.-Apprentices who mastered necessary skills were considered “Yeomen”, and could leave their master and start up their own business.-Apprentices formed “guilds” which created collective voice in negotiating higher wages and better working conditions.
2. Vocational/Manual Education programs (1809):	<ul style="list-style-type: none">-Provided training to unskilled young people who were unemployed or had criminal records.-They are a public solution to a social problem.-Now important part of public education, eliminating the skills gap between students.
3. Factory Schools (1872):	<ul style="list-style-type: none">-Industrial revolution-Scientific management principles recognized more efficient production systems-Factories created mechanical training programs for machines, known as “factory schools”
4. Training programs for semiskilled and unskilled workers (1913):	<ul style="list-style-type: none">-Model T Ford required mass production on the assembly line. Required training of workers to perform several tasks. Cut production costs.-World War 1 required a huge demand for military equipment, in which factory workers had to be retrained.-Job instruction Training method(JIT) was developed: SHOW, TELL, DO, CHECK.
The Human Relations Movement (post WW1):	<ul style="list-style-type: none">-Employees were subject to unhealthy working conditions, long hours and low pay as a result of the factory system-Follet and Gilbreth advocated more humane working conditions, and provided an understanding that workers are people, not just cogs in a factory machine-Maslow’s theory ‘Hierarchy of Needs’, explains that people are motivated by both economic and noneconomic needs-Training within Industry was developed
Emergence of HRD:	<ul style="list-style-type: none">-Expanded to encompass coaching, counselling, group facilitation, and problem solving

LO3: Three Functions of HRD:

1. Training and Development (T&D):

- Focuses on changing/improving employees:
 - KNOWLEDGE,
 - SKILLS, AND
 - ATTITUDES
- Training:
 - Provides skills & knowledge to do job or task
- Development:
 - Prepares for future employment needs
- T&D activities include:
 - Employee orientation: org values & norms, relationships, etc
 - Skills and technical training: new skills or knowledge in a particular area
 - Coaching: individuals are encouraged to take responsibility for their actions and achieve desired performance
 - Counselling: help employees deal with personal problems that may interfere with job productivity (EG. Stress management, fitness, nutrition)

2. Career Development (CD):

- “Ongoing process by which individuals progress through a series of stages, each characterized by a unique set of issues, themes and tasks”
- Career planning: assessing workers skills and abilities to establish a realistic career plan.
- Career management: take necessary steps to achieve career plan

3. Organisational Development (OD):

- Process of enhancing the effectiveness of an organisation and its employees
- Involves both micro and macro changes:
 - Micro: changes directed towards specific individuals, groups or teams
 - Macro: changes directed at the organisation as a whole
- HRD professional works with a change agent to facilitate the change process

LO4: Various Roles and Competencies of a HRD professional:

Major tasks of HRD manager:

- Help ensure employees have competencies (ability/skills) to meet current and future job needs
- Establishing/providing links between HRD performance and organisational effectiveness
- HRD Executive Manager: has the primary responsibility for all HRD activities (referred to as the Chief Learning officer/CLO)

Roles and Outputs for HRD professional:

- HR strategic advisor
- HR systems designer and developer
- Organisational change agent
- Learning program specialist
- Instructor/facilitator
- Development and career counsellor
- Performance consultant
- Researcher

L05: Challenges facing HRD:

1. Competing globally:	<ul style="list-style-type: none">-To compete globally companies are introducing new technologies which require better trained workers-Develop cultural sensitivities-Enable people to be more mobile
2. Eliminating skills gap:	<ul style="list-style-type: none">-Train employees to be competent in many areas of the organisation
3. Increasing workforce diversity:	<ul style="list-style-type: none">-Racial, ethnic, gender, disability, age-Need to address cultural insensitivity, bullying, and language barriers-Give opportunities for diverse range of people such as Women to advance into senior ranks-Have policies regarding diversity-Lead by example
4. Meeting need for lifelong learning:	<ul style="list-style-type: none">-Workers learning constantly; improves the overall efficiency and effectiveness of ORG-Provide resources do accommodate for each learners different needs
5. Acting ethically:	<ul style="list-style-type: none">-Maintain integrity within organisations-Do not let managers/employees get caught up in the moment by compromising ethical values for short term success-Provide all with equal opportunity

L06: Phases of the Training and HRD Process:

1. Needs Assessment/Analysis:

- Can address a current deficiency or a new challenge that demands change
- Establish priorities for expending HRD resources
- Define specific training and HRD objectives
- Establish evaluation criteria

2. Design Phase:

- Define objectives
- Develop lesson plan
- Acquire materials
- Select trainer/leader
- Select methods/techniques
- Scheduling; time, place

3. Implementation Phase:

- Deliver program as designed
- Create atmosphere that promotes learning
- Resolve emergent problems as they occur

4. Evaluation Phase:

- Quantify results of trainings
- Evaluate participant reaction and learnings
- Evaluate transferability of learning to the workplace
- Evaluate if program contributes to organisations effectiveness
- Also get participants to fill out questionnaire to gain feedback on trainers

5. Evaluation of use of Data:

- Whether to continue to use program or vendor
- Budgeting/resourcing
- Using alternative methods