

## HRD

### Human Resource Development Functions

HRD functions as a “human resource wheel” The HR wheel identifies three primary HRD functions:

- 1) Training and development
- 2) Organization development
- 3) Career development.

### **Training and Development (T&D)**

Training and development (T&D) focuses on changing or improving the knowledge, skills, and attitudes of individuals. Training typically involves providing employees the knowledge and skills needed to do a particular task or job, though attitude change may also be attempted (e.g., in sexual harassment training). Developmental activities, in contrast, have a longer term focus on preparing for future work responsibilities, while also increasing the capacities of employees to perform their current jobs.

T&D activities begin when a new employee enters the organization, usually in the form of employee orientation and skills training. Employee orientation is the: process by which new employees learn important organizational values’ and

norms, establish working relationships, and learn how to function within their jobs. The HRD staff and the hiring supervisor generally share the responsibility for designing the orientation process, conducting general orientation sessions, and beginning the initial skills training. Skills and technical training programs then narrow in scope to teach the new employee a particular skill or area of knowledge.

Once new employees have become proficient in their jobs, HRD Activities should focus more on developmental activities specifically, coaching and counseling. In the coaching process, individuals are encouraged to accept responsibility for their actions, to address any work-related problems, and to achieve and to sustain superior performance. Coaching involves treating employees as partners in achieving both personal and organizational goals. Counseling techniques are used to help employees deal with personal problems-that may interfere with the achievement of these goals. Counseling programs may address such Issues as sub-stance abuse, stress management, smoking cessation, or fitness, nutrition, and weight control

## **Organization Development**

Organization development (OD) is defined as the process of enhancing the effectiveness of an organization and the wellbeing of its members through planned interventions that apply behavioral science concepts.Emphasizes both macro and micro organizational changes: macro changes are intended to ultimately improve the effectiveness of the organization,

whereas micro changes are directed at individuals, small groups, and teams. For example, many organizations have sought to improve organizational effectiveness by introducing employee involvement programs that require fundamental changes in work expectations, reward systems, and reporting procedures.

The role of the HRO professional involved in an intervention is to function as a change agent. Facilitating change often requires consulting with and advising line managers on strategies that can be used to effect the desired change. The HRD professional may also become directly involved in carrying out the intervention strategy, such as facilitating a meeting of the employees responsible for planning and implementing the actual change process.

## **Career Development**

Career development is “an ongoing process by which individuals progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks. Career development involves two distinct processes: career planning and career management. Career planning 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. Career management involves taking the necessary steps to achieve that plan, and generally focuses more on what the organization can do to foster employee career development.

There is a strong relationship between career development and

T&O activities. Career plans can be implemented, at least in part, through an organization's training programs.

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