

NPTEL
NPTEL ONLINE CERTIFICATION COURSE
Course
on
Human Resource Development
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Lecture 04: Introduction to HRD (Contd.)

Okay the last session we talked about the function now we are talking about the HRD profession.

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Module I

Session 4

**The HRD Profession: Roles,
Competencies and Challenges**




So have to see the kind of roles responsibilities and challenges people who are working as charted professionals chart facing and in this context we will talk about first about what about HRD people are going to have in terms of competencies and then what are the different kind of roles that they are going to perform and then what challenges they are facing in performing these kind of roles.

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Role & Competencies of HRD Professionals

- ▶ Three areas of "foundational" competencies needed by all HRD professionals: **personal, interpersonal, and business/management**
- ▶ Use to develop particular areas of expertise.
- ▶ Finally, the **four key roles for HRD professionals**: learning strategist, business partner, project manager, and professional specialist



Now if we look at roles and competencies of HRD professionals so they require lot of relevant knowledge and skill in their areas because they are going to work on different kind of friends say they are going to offer training program they are going to design and develop training program they are going to deliver training programs also ready to evaluate it also so apart from this they also need to design coaching program and mentoring and counseling in their organization.

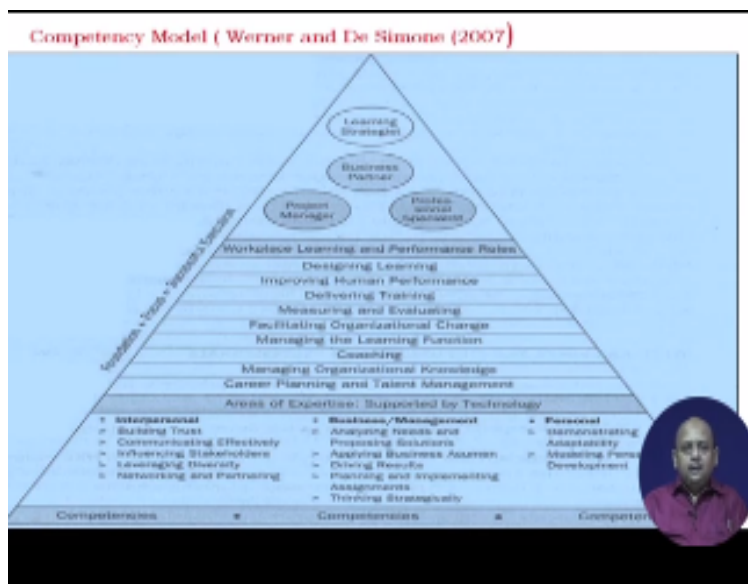
They also responsible for say career development organizational development activities so if they are responsible for so many activities the chartered professional must have those kind of skills and competencies which will make them more effective and that is what we are going to discuss in this session so if we look at the competencies basically which is broadly classified into three categories,

The personal competencies, interpersonal competencies and business management competencies here what I mean by personal competencies is their knowledge and skill base related to the field. Inter personal which is related to relationship aspects communication how you relate with others and business management competencies are related with weather you understand business and the kind of knowledge that you had about business so that you can contribute better, so these are the three major competencies which are very, very important and then you have to develop expertise in these areas specifically to become a good chartered professional.

Now if you look at the key roles that is 95 year is as a learning strategies business partner and project manager and a professional specialist now as a running strategies because you are going to design a develop a training program as a business partner because you are going to align your activities with the corporate so you have to act as a business partner any kind of HRD intervention is treated as a project so you should have good knowledge of project management.

So that you can successfully execute any kind of training and development project in the organization and then you should also supposed to have those kind of knowledge and skill which is required by the HR professionals so next what I am going to tell you is that what are the different activities which are clubbed in the say learning strategies to business partner a project manager and a professional specialist.

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If you look at this light it would be clear to you if the first part is a pyramidal shape so top of that you have the first part that is what you called the learning specialist and then it also talks about business partner professional specialist or the project manager now these roles are not separate but they are integrated with each other because when you are going to design develop a training program you need to ensure that this training program is in consultation with the top management it is going to fulfill certain activities related to organize sort of meetings its strategic objective.

And similarly you are going to take it as a project so you should have knowledge about it and then whatever professional knowledge and skill is required and added to see that this happens all of them will come under that one now if you look at this you can find a lot of activities which you can take as a learning specialist like designing a learning program, developing a learning program, evaluating a learning program similarly also concerned with improving the performance and behavior of the people so all these activities are the part of HRD activities.

So you must have those knowledge and skill base which will facilitate in designing implementing delivering and evaluating training program and then to see that whether it is going to really help people to improve their performance or not similarly you are also going to facilitate change management system in the organization you have to see that how organization will come as learning organization so you need to look at those process systems with HRD which will help people to adopt those systems and processes so that organization is able to continuously change.

And directed up itself go for continuous changes in system and practice improves its behaviors and performance and similarly also need to ensure that knowledge base of people is managed and for that you can go for having a septic knowledge management system to ensure that knowledge and skill base of the people is going to be captured to a process and this archived which can be used by the other people because that can help them to learn from this knowledge which is already archive with the knowledge base of the organization.

Now what are the different kind of expertise that is required now if you look at that if remember it classified them into personal inter personal what you call business related now interpersonal it is like developing rapid having good relationship trust these kind of things networking partnership if you look at personal it means that you should demonstrate knowledge and skill base should be accountableness responsible for what you do and when it come to management or business basically to must understand what the business is what are its strategies and objectives what is going to drive result unless you are able to understand it you will not be in a position to design and develop a good training program.

When we are talking about these roles these roles are basically very, very important weather are going to perform a learning strategies or as a project manager or what you call a professional specialist all these roles are combined and integrated in such a way and with the kind of skills

that is required say personal interpersonal or business related skills will help you to become a effective HRD professional.

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HRD Jobs/Roles

- › Executive/Manager
 - › HR Strategic Advisor
 - › HR Systems Designer/Developer
 - › Organization Change Agent
 - › Organization Design Consultant
 - › Learning Program Specialist
- › Source: Werner and De Simone, 2007)



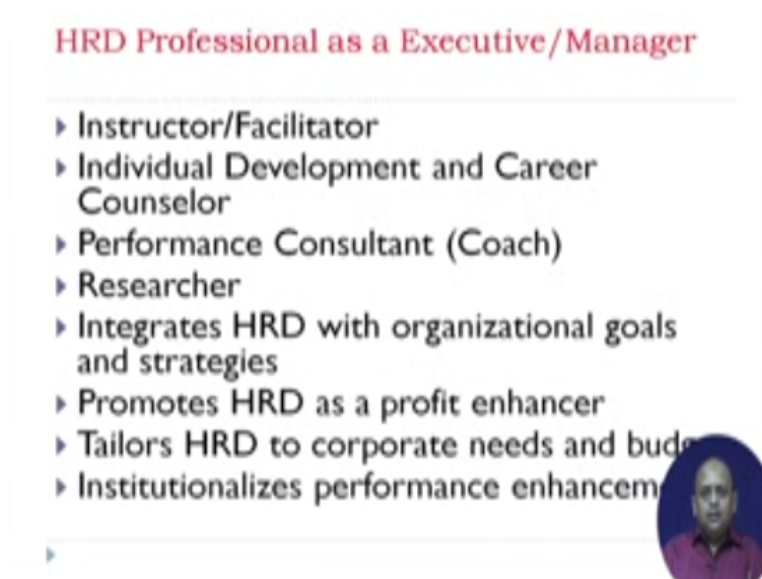
Now moving to this let us see what are the different kind of jobs and roles they are going to perform in the organization now it depends the first major role that you are going to perform is an executive or the manger for you employees in the head what you are going to do you are going to advise what kind of HR strategies to be followed by the organization. So you can advise even your hr people or those who are concerned with the management fm of his resources okay this ids the HR strategy and accordingly you are going to design systems and practices related to HR which is going to help able to be happy and satisfied with the HR systems and practices so here your role is as a manager where you are going to talk about what kind of strategies action plan which are should rate up to the growth and development of the people and that is translated into the system.

So that winner going to design and develop these kind of systems for the organization concerned with learning and development activities basically so that organization is going to develop now similarly you also act as a changes in as I have already talked about it since organization is going for a change so unity to show that what we are going to contribute so say for example there is a change in the technology in the office.

So if there is a change in the technology it means that you have a very important role to play in what way what you are going to do you want to ensure that people have or developed those executive skills with which they can work with the new technologies and that is now able to act as a changes in it so these are the roles which are going to be performed by you and similarly you are also going to act as a consultant for the kind of the structure that would facilitate better performance for the organization and then you also having to act as a learning program is specialist means that you are going to offer it as a training program.


And how to design and develop a training program so that it is to be more effective so these are the various roles that you are going to perform what you are going to do now is that we will take up each of these roles and will discuss in brief.

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HRD Professional as a Executive/Manager

- ▶ Instructor/Facilitator
- ▶ Individual Development and Career Counselor
- ▶ Performance Consultant (Coach)
- ▶ Researcher
- ▶ Integrates HRD with organizational goals and strategies
- ▶ Promotes HRD as a profit enhancer
- ▶ Tailors HRD to corporate needs and budget
- ▶ Institutionalizes performance enhancement



Now if you look at these roles starting with as a executive manager so when you are going to perform any kind of activities relate to growth and development so you are going to act as a instructor or facilitator of a training program so your basic activities is to ensure that you are going to facilitate a learning program in the process you can also act as a instructor where you

are going to tell people that this is what needs to be learned and you can also teach in a particular program HRD intervention.

You can also act as a coach or as a mentor or as a counselor similarly you will be concerned with the development and see that how the person is going to grow in his career you can also act as a coach researcher so these are the different activities which you are going to perform as executive or a manager of human resource development program and at the same time you also integrate how HRD activities are going to help in achieving goals and objectives of the organization so as a HRD professional.

These are the important roles that you are going to perform now moving from executive and manager you have to see that yes any kind of program that you are going to develop related to HRD must be linked with the needs of the organization okay so that you are able to fulfill the goals and objectives of the organization so the idea is that as a chartered professional you are able to help organization to be protective and that has to be seen in the sense that you should be able to clear or demonstrate the strength which the organization has been able to improve its performance or profit or productivity through these HRD activities so that is one of the major responsibilities that as a manager you are going to perform.

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HRD Professional as a strategic Advisor

- ▶ Integrates HRD with organizational goals and strategies
- ▶ Promotes HRD as a profit enhancer
- ▶ Tailors HRD to corporate needs and budget
- ▶ Institutionalizes performance enhancement



Next, as a strategic adviser means that you have to say that how HRD activities are integrated with goals and objectives of the organization so you are going to spend resources time and

money or conducting any HRD activities and if it is not linked with the goals and the objectives of the organization it does not help in achieving the goals and objectives of the organization then probably any kind of HRD intervention is not going to be successful and there should be loss of what you called as resource of time money or whatever you have so you must integrate and ensure any HRD activity is going to fulfill the requirement of the organization in terms of knowledge and skill enhancement you are going to promote it I think I have talked about these kind of points.

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HRD Professional as a strategic Advisor

- › Consults with corporate strategic thinkers
- › Helps to articulate goals and strategies
- › Develops HR plans
- › Develops strategic planning education and training programs



Then you are going to consult with corporate strategic thinkers means that you are going to talk about talk to the top management who device about the corporate strategies so you can also help them through your training program to ensure that they are able to articulate and visualize the goals and objectives of the organization because you can also develop training programs for top management in the area of a business policies strategic management creativity and innovation.

Because these kind of turning programs probably enhance the capacity of top management that would help them to articulate the goals and strategies in a better way and for that you need to develop your HRD activities in such a way which is going to help this corporates and think us to decide goals and strategies in a better way so what you need to do is first you have to go for strategic planning education and training programs as I told you can go for business policies

strategic management top leadership management program or creativity in innovation these kind of turning programs can be offered at the top level so that you become a strategic adviser to the top management.

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HRD Professional as a 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



Now another important role now in the line you have that how you can design and develop training program HRD system design and developer when I am talking about HR systems design developer that is weather going to help HR managers to design a HR program now once you have decided about HR strategies and link in the organization come down the line from HR strategy you decide about what kind of HR system and practices that you want to have with the organization.

Because on the one hand you want to improve the knowledge and skill base of the people to make them better in terms of his performance and behavior but on the other hand you also need to design certain systems HR systems basically to ensure that people are happy and satisfied because if they are not happy and satisfied you want them to be protective then it may not work so on the once side you need to create a balance between the chart system and practices and the kind of hr program that you want to have so that they are able to relate their performance with their rewards so it is very, very important to design hr systems in such a way so that it works so you have to design HR programs develop intervention in such a way so that it is going to help

the organization as well as individual both and if you are not able to do it probably it is not is going to be very, very successful.
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HRD Professional as a Organization Change Agent and design Consultant

- › Develops more efficient work teams
- › Improves quality management
- › Implements intervention strategies
- › Develops change reports
- › Develops more efficient work teams
- › Improves quality management
- › Implements intervention strategies
- › Develops change reports



And other important point that already talked about it is that you can act as a change assistant and design consultant change assistant means that if organization is going for any kind of change I think I have given two example where companies going for a quick decision where these going to be a technological change now if you look at these examples and you have to clearly identify what is your role as a chartered professional and if I am not able to fulfill your role and contribute to successful change probably or not or good a chart professional.

And so at the same time you also need to see that how you can restructure the organization so you also act as a designing consultant so what you need to do is how to develop a effective team it means that you need to go for team building interventions organize that people can collectively think and work together similarly you can also see that to improve quality management programs because that will help the organization to grow and develop similarly you can also think about certain intervention strategies in terms of training development.

And other coaching whatever it is at the individual level or group level and you also need to ensure that if there is any change that is happening the extent how it is going to be successful or the extent of which is high from successful so you also need to major the change of the impact of the change to see whether it is positive or negative and you also need to report it to the top

management of the organization similarly also need to see that how it is going to help you to develop more effective things that I think it is dislike this line is repeated here okay,

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HRD Professional as a 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



Next is as a learning program specialist you have to basically when you are going to plan any kind of HRD intervention you need to ensure that at the first stage what is the need of the people so identification assessment of the need of the people who have to learn certain things to sanctified and then accordingly you need to design and develop training program for them then you need to deliver also learning material is to be prepared you have to identify out of eight set required in terms of audio visual resource in other kind of things then develop things related to any kind of training and development program like in what ways it is going to help what kind of lesson plans w are going to have what would be our a strategies, okay.

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HRD Professional as a Instructor/Facilitator

- › Presents learning materials
- › Leads and facilitates structured learning experiences
- › Selects appropriate instructional methods and techniques
- › Delivers instruction



And then you also act as a instructor facilitator you are going to present the running material those who required you lead and facilitate running experience to training programs so either you are going to deliver the training program or other experts are going to deliver the training program and then you also decide which method is to be used what kind of technique is to be used for delivering the training program we will discuss about these things in detail since here we are talking about it because we have to identify this is one of the role that the chartered professional have to perform then you have to deliver these programs to experts or yourself in the organization.

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HRD Professional as Individual Development and Career Counselor

- ▶ Assists individuals in career planning
- ▶ Develops individual assessments
- ▶ Facilitates career workshops
- ▶ Provides career guidance



And then you also concerned with the individual development and the career of the organization and you are going to see that how people grow in career so you can go for talent management program you can see that what kind of careers are available in the organization but what kind of knowledge and skill base will be required to grow in the career and how people can develop those knowledge 4skill base to grow in the career and that is how you are going to assist individuals in the career planning process so you see that you can identify the strength and weakness and you can help them to overcome their weaknesses and further increase the strength and that can be done to career works or career guidance or another kind of things.

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HRD Professional as 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



So that you are able help them in the process another important is that since the shortage concerned with improving the performance so you also act as a performance consultant or what you call as a coach what is the role of coach as a chartered professionals as a chartered professionals as a course is supposed to feed the improvement in the behavior of the performance though we will discuss it separately but here it is one of the role so you have to see that as a chartered professional you have to work with the line managers to identify the requirement of the people.

Either individually or in the group and see whether they require some kind of coaching in the process or what it could be in the job training or it could be field training whatever it is so you have to see that how it is going to help to improve their performance coaching can be done by this by you or some coaching expert in case of group behavior or group performance it can be done collectively for example you know that particular game football so you have a coach the coach actually tells you while you are playing that how you are going to perform different kind of activity different kind of behavior.

So the performance improve so the idea is that as a chartered professional you are going to act as a consultant to improve the performance and that is why you act as a coach the coach could be a line manager and expert or you yourself I can act as a coach in the organization so you go through the same process of developing.