

Brief on the Foundations of Human Resource Development

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Definition of Human Resource Development (HRD)

HRD is a process of developing and unleashing expertise for the purpose of improving performance.

- *The domains of performance include the organization, process, group, and individual levels.*
- *The primary components of HRD include organization development (OD is the process of systematically implementing organizational change for the purpose of improving performance) and training and development (T&D is the process of systematically developing expertise in individuals for the purpose of improving performance).*
- *HRD processes take place on under a wide variety of titles that direct, complement, or are imbedded in various organizational, national, and international settings.*



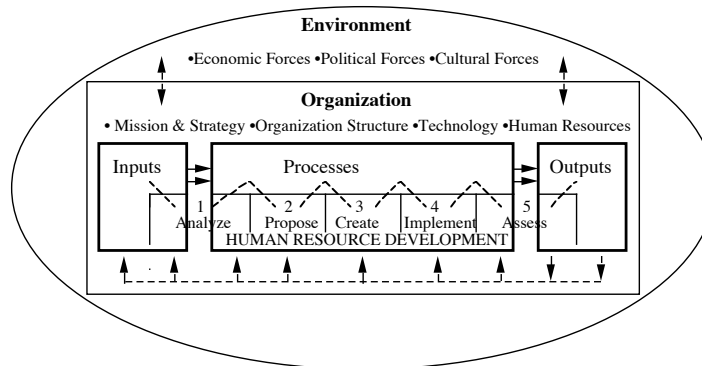
Figure 1.1 Human Resource Development: Definitions, Components, Applications, and Contexts (Swanson, 2008)

Core HRD Beliefs

1. Organizations are human-made entities that rely on human expertise in order to establish and achieve their goals.
2. Human expertise that is developed and maximized through HRD processes should be done for the mutual long-term and/or short-term benefits of the sponsoring organization and the individuals involved.
3. HRD professionals are advocates of individual, group, process, and organizational integrity.

The HRD Process Within the Larger System

HRD is a process or system within the larger organizational and environmental system. As such, it has the potential of harmonizing, supporting, and shaping the larger systems.



Systems World-View Model of Human Resource Development

Swanson, 1996

Theoretical Foundation of HRD

The discipline of HRD, in order to understand, explain, and carry out its process and roles, relies on three core realms of theory. They include: (1) psychological theory, (2) economic theory, and (3) systems theory.

- *Psychological theory captures the core human aspects of developing human resources as well as the socio-technical interplay of humans and systems.*
- *Economic theory captures the core issues of the efficient and effective utilization of resources to meet productive goals in a competitive environment.*
- *Systems theory captures the complex and dynamic interactions of environments, organizations, process, group, and individual variables operating at any point in time and over time.*

The three component HRD theory realms and their integration are visually portrayed as a 3-legged stool. The legs represent the component theory realms and the stool's platform represents the full integration of the three components into the unique theory of HRD. While the stool rests firmly on the floor within host organizations, an ethical rug serves as a filter through which the integrity of both HRD and the host organization can be maintained.

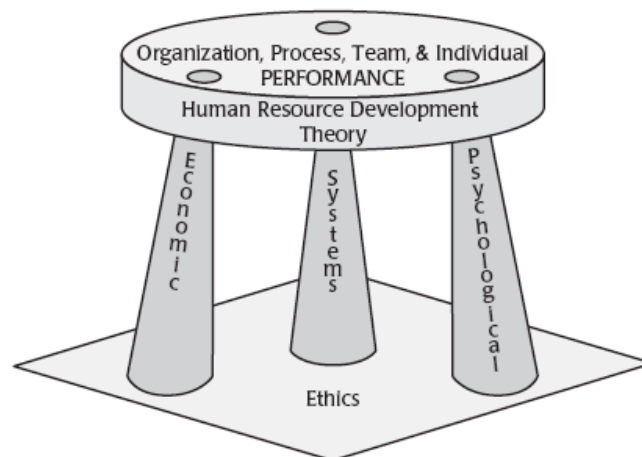


Figure 5.4 The Theoretical Foundations of Human Resource Development