The Roles of HRD Work


HRD professionals must work within an organizational context. In small organizations they may need to adopt many, if not all, of the HRD roles described in this chapter. In larger organizations, their roles may be more specific.

Researcher

The role of identifying, developing, or testing new information (theory, research, concepts, technology, models, hardware and so on) and translating the information into implications for improved individual or organizational performance

Outputs 1-6

1. Concepts, Theories, or Models of Development or Change
2. HRD Research Articles
3. Research Designs
4. Data Analysis and Interpretations
5. Research Findings, Conclusions, and Recommendations
6. Information on Future Forces and Trends

Competencies

1. Adult-Learning Understanding
2. Competency Identification Skill
3. Computer Competence
4. Data-Reduction Skill
5. Feedback Skill
6. Information-Search Skill
7. Intellectual Versatility
8. Model-Building Skill
9. Observing Skill
10. Organization-Behavior Understanding
11. Questioning Skill
12. Research Skill
13. Visioning Skill
14. Writing Skill

Ethical Issues

1. Avoiding conflicts of interest
2. Ensuring truth in claims, data, and recommendations
3. Maintaining appropriate confidentiality
4. Managing personal biases
5. Showing respect for copyrights, sources, and intellectual property
6. Showing respect for and representation of individual and population differences
Marketer

The role of marketing and contracting for HRD viewpoints, programs, and services

Outputs

7. Positive Image for HRD Products, Services, and Programs
8. Plans to Market HRD Products, Services, and Programs
9. HRD Promotional and Informational Material
10. Marketing and Sales Presentations
11. Contracts or Agreements to Provide Service
12. Sales/Business Leads

Competencies

1. Business Understanding
2. Cost-Benefit Analysis Skill
3. Feedback Skill
4. Group-Process Skill
5. Industry Understanding
6. Information-Search Skill
7. Intellectual Versatility
8. Negotiation Skill
9. Objectives-Preparation Skill
10. Observing Skill
11. Organization-Behavior Understanding
12. Organization Understanding
13. Presentation Skill
14. Questioning Skill
15. Relationship Building Skill
16. Visioning Skill
17. Writing Skill

Ethical Issues

1. Avoiding conflicts of interest
2. Ensuring truth in claims, data, and recommendations
3. Maintaining appropriate confidentiality
4. Ensuring customer and user involvement, participation, and ownership (non-manipulation)
5. Showing respect for copyrights, sources, and intellectual property
6. Saying "no" to inappropriate requests
7. Balancing organizational and individual needs and interests

Organization-Change Agent

The role of influencing and supporting changes in organization behavior

Outputs 13-20

13. Teams
14. Resolved Conflicts for an Organization or Groups
15. Changes in Group Norms, Values, Culture
16. Designs for Change
17. Client Awareness of Relationships Within and Around the Organization
18. Plans to Implement Organization Change
19. Implementation of Change Strategies
20. Recommendations to Management Regarding HRD Systems

Competencies

1. Business Understanding
2. Coaching Skill
3. Data-Reduction Skill
4. Feedback Skill
5. Group-Process Skill
6. Industry Understanding
7. Intellectual Versatility
8. Model-Building Skill
9. Negotiation Skill
10. Observing Skill
11. Organization-Behavior Understanding
13. Organization Understanding
14. Presentation Skill
15. Questioning Skill
16. Relationship-Building Skill
17. Self-Knowledge
18. Visioning Skill

Ethical Issues

1. Maintaining appropriate confidentiality
2. Ensuring customer and user involvement, participation, and ownership
3. Saying "no" to inappropriate requests
4. Using power appropriately
5. Making the intervention appropriate to the customer's or user's needs
6. Balancing organizational and individual needs and interests

Needs Analyst

The role of identifying ideal and actual performance and performance conditions and determining causes of discrepancies

Outputs 21-24

21. Strategies for Analyzing Individual or Organization Behavior
22. Tools to Measure Individual, Work Group, or Organizational Performance Discrepancies
23. Recommendations for Needed Change in Individual, Work Group, or Organizational Performance
24. Definitions and Descriptions of Desired Individual or Group Performance

Competencies

1. Business Understanding
2. Competency-Identification Skill
3. Computer Competence
4. Cost-Benefit-Analysis Skill
5. Data-Reduction Skill
6. Feedback Skill
7. Information-Search Skill
8. Intellectual Versatility
9. Objectives-Preparation Skill
10. Observing Skill
11. Organization-Behavior Understanding
12. Organization Understanding
13. Performance-Observation Skill
14. Questioning Skill
15. Relationship-Building Skill
16. Research Skill
17. Writing Skill

Ethical Issues
1. Ensuring truth in claims, data, and recommendations
2. Maintaining appropriate confidentiality
3. Managing personal biases
4. Being sensitive to the direct and indirect effects of intervention and acting to address negative consequences
5. Balancing organizational and individual needs and interests
6. Ensuring customer and user involvement, participation, and ownership

Program Designer

The role of preparing objectives, defining content, and selecting and sequencing activities for a specific intervention

Outputs 25-26

25. Program/Intervention Objectives
26. Program/intervention Designs

Competencies

1. Adult-Learning Understanding
2. Competency-Identification Skill
3. Information-Search Skill
4. Intellectual Versatility
5. Model-Building Skill
6. Objectives-Preparation Skill
7. Project-Management Skill
8. Questioning Skill
10. Writing Skill

Ethical Issues

1. Maintaining appropriate confidentiality
2. Being sensitive to direct and indirect effects of an intervention and acting to address negative consequences
3. Ensuring customer and user involvement, participation, and ownership (non-manipulation)
4. Showing respect for copyrights, sources, and intellectual property
5. Saying "no" to inappropriate requests
6. Making the intervention appropriate to the customer's and user's needs
HRD-Materials Developer

The role of producing written or electronically mediated instructional materials

Outputs 27-35

27. Graphics
28. Video-Based Material/Live Broadcasts
29. Audio-Based Material
30. Computer-Based Material
31. Print-Based Learner Material
32. Job Aids
33. Instructor/Facilitator Guides
34. Hardware/Software Purchasing Specifications
35. Advice on Media Use

Competencies

1. Adult-Learning Understanding
2. Competency-Identification Skill
3. Computer Competence
4. Cost-Benefit-Analysis Skill
5. Electronic-Systems Skill
6. Feedback Skill
7. Information-Search Skill
8. Intellectual Versatility
9. Model-Building Skill
10. Objectives-Preparation Skill
11. Presentation Skill
12. Project-Management Skill
13. Writing Skill

Ethical Issues

1. Ensuring truth in claims, data, and recommendations
2. Showing respect for copyrights sources, and intellectual property
3. Showing respect for and representation of individual and population differences
4. Saying "no" to inappropriate requests
5. Pricing or costing products and services fairly

Instructor/Facilitator

The role of presenting information, directing structured learning experiences, and managing group discussion and group process

Outputs 36-45

36. Learning Environment
37. Presentations of Material
38. Facilitations of Structured Learning Events (such as case studies, role-plays, games, simulations, tests)
39. Facilitations of Group Discussions
40. Facilitations of Media-Based Learning Events (such as videotapes, films, audiotapes, teleconferences, computer-assisted instruction)
41. Test Delivery and Feedback
42. Group Members' Awareness of Their Own Group Process
43. Feedback to Learners
44. Individual Action Plans for Learning Transfer
45. Individuals with New Knowledge, Skills, Attitudes

Competencies

1. Adult-Learning Understanding
2. Coaching Skill
3. Feedback Skill
4. Group-Process Skill
5. Intellectual Versatility
6. Objectives-Preparation Skill
7. Observing Skill
8. Performance-Observation Skill
9. Presentation Skill
10. Questioning Skill
11. Relationship-Building Skill
12. Self-Knowledge
13. Subject-Matter Understanding
15. Understanding Ethical Issues

Ethical Issues

1. Maintaining appropriate confidentiality
2. Managing personal biases
3. Showing respect for copyrights, sources, and intellectual property
4. Saying "no" to inappropriate requests
5. Showing respect for and representation of individual and population differences
6. Balancing organizational and individual needs and interests

Individual-Career Development Advisor

The role of helping individuals to assess personal competencies, values and goals, and to identify, plan, and implement development and career actions

46. Professional Counseling or Referrals to Third Parties
46. Career Guidance and Advice
47. 48. Feedback on Development or Career Plans
48. 49. Support for Career Transitions
49. 50. Transfer of Development or Career Planning Skills to the Learner
50. 51. Provision of Career Development Resources
51. 52. Behavior Change from Counseling/Advising Relationship
52. 53. Individual Career Assessments

Competencies

1. Adult-Learning Understanding
2. Business Understanding
3. Career-Development-Theories-and-Techniques Understanding
4. Coaching Skill
5. Competency Identification Skill
6. Feedback Skill
7. Group-Process Skill
8. Intellectual Versatility
9. Observing Skill
10. Presentation Skill
11. Questioning Skill
12. Relationship-Building Skill
13. Self-Knowledge
14. Visioning Skill

Ethical Issues

1. Avoiding conflicts of interest
2. Maintaining appropriate confidentiality
3. Balancing organizational and individual needs and interests

Administrator

The role of providing coordination and support services for the delivery of HRD programs and services

Outputs 54-59

54. Facility and Equipment Selections
55. Facility and Equipment Schedules
56. Records of Programs and Clients
57. Logistical Support and Service to Program Participants
58. On-Site Program Support and Staff Management
59. Functioning Equipment

Competencies

1. Business Understanding
2. Computer Competence
3. Cost-Benefit-Analysis Skill
4. Electronic-Systems Skill
5. Facilities Skill
6. Information-Search Skill
7. Negotiation Skill
8. Project-Management Skill
9. Records-Management Skill
10. Relationship-Building Skill

Ethical Issues

1. Ensuring truth in claims, data, and recommendations
2. Maintaining appropriate confidentiality
3. Showing respect for copyrights, sources, and intellectual property
4. Saying "no" to inappropriate requests
5. Balancing organizational and individual needs and interests
Evaluator

The role of identifying the impact of an intervention on individual or organizational effectiveness

Outputs 60-64

60. Evaluation Designs and Plans
61. Evaluation Instruments
62. Evaluation Findings, Conclusions, Recommendations
63. Evaluation Processes
64. Evaluation Feedback

Competencies

1. Adult-Learning Understanding
2. Business Understanding
3. Competency-identification Skill
4. Computer Competence
5. Cost-Benefit-Analysis Skill
6. Data-Reduction Skill
7. Feedback Skill
8. Information-Search Skill
9. Intellectual Versatility
10. Objectives-Preparation Skill
11. Observing Skill
12. Organization-Behavior Understanding
13. Organization Understanding
14. Performance-Observation Skill
15. Presentation Skill
16. Project-Management Skill
17. Questioning Skill
18. Research Skill
19. Writing Skill

Ethical Issues

1. Ensuring truth in claims, data, and recommendations
2. Maintaining appropriate confidentiality
3. Managing personal biases
4. Ensuring customer and user involvement, participation, and ownership (non-manipulation)
5. Saying "no" to inappropriate requests
6. Balancing organizational and individual needs and interests

HRD Manager

The role of supporting and leading a group’s work, and linking that work with the total organization

Outputs 65-74

65. Work Direction and Plans for HRD Staff
66. Performance Management for HRD Staff
67. Resource Acquisition and Allocation for HRD
68. Linkage of HRD to Other Groups/Organizations
69. HRD Budgets and Financial Management
70. HRD Department Work Environment
71. HRD Department Strategy
72. HRD Department Structure
73. HRD Long-Range Plans
74. HRD Policy

Competencies

1. Business Understanding
2. Coaching Skill
3. Computer Competence
4. Cost-Benefit-Analysis Skill
5. Delegation Skill
6. Feedback Skill
7. Group-Process Skill
8. Industry Understanding
9. Intellectual Versatility
10. Negotiation Skill
11. Observing Skill
12. Organization-Behavior Understanding
13. Organization Understanding
14. Presentation Skill
15. Project-Management Skill
16. Relationship-Building Skill
17. Self-Knowledge
19. Visioning Skill
20. Writing Skill

Ethical Issues

1. Ensuring truth in claims, data, and recommendations
2. Maintaining appropriate confidentiality
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4. Saying "no" to inappropriate requests
5. Balancing organizational and individual needs and interests