



“बेटी बचाओ, बेटी पढ़ाओ”

JAYOTI VIDYAPEETH WOMEN'S UNIVERSITY, JAIPUR

Faculty of Law & Management

Faculty Name	:	JV'n Dr. Seema Modi
Department	:	Management & Commerce
Name of Program	:	MBA (HRM)
Semester/Year	:	III Semester
Name of Course	:	Strategic Human Resource Development\
Topic Name	:	HRM VS HRD & Role of HRD Professional

Strategic Human Resource Development

Human resource development (HRD) is the process of enhancing a workforce's skills and capabilities through training and career development initiatives. The typical progression of HRD involves several key steps:

1. **Assessing HR Effectiveness** : The HRD process begins with an evaluation of the current effectiveness of the human resources within an organization. This involves analyzing the skills, knowledge, and competencies of the workforce.
2. **Identifying HR Strengths and Challenges** : Following the assessment, organizations identify both their strengths, such as areas where employees excel, and their challenges, such as skill gaps or performance issues.

3. **Determining Improvement Methods** : Once strengths and challenges are identified, strategies are devised to address these areas. These methods may include training programs, mentoring, coaching, and other developmental activities.
4. **Execution and Tracking** : The chosen HRD strategies are implemented, and progress is continuously monitored and tracked to ensure that improvements are being made and goals are being met.

HRD operates at three distinct levels within an organization:

1. **Individual Development** : This level focuses on enhancing the skills and knowledge of each employee individually. It aims to provide them with new information, skills, or behaviors that can help them perform better in their current roles and grow personally and professionally.
2. **Career Development** : Career development initiatives aim to improve employees' career prospects within the organization. This includes identifying opportunities for growth, increasing employee engagement, and managing career paths to align with both employee aspirations and organizational needs.
3. **Organizational Development** : At this level, HRD efforts focus on developing overarching strategies and policies that enhance the organization's overall effectiveness. This might involve restructuring, introducing new HR policies, optimizing processes, and creating a more efficient and effective working environment.

By addressing HRD at these three levels, companies can establish a comprehensive HR strategy that benefits both the business and its employees. This approach

contributes to the growth and success of both individuals and the organization as a whole.

Difference between HRM vs. HRD

Basis of Differentiation	HRM	HRD
Definition and full form	Human Resource Management (HRM) involves applying management principles to manage employees within an organization.	Human Resource Development (HRD) pertains to continuous development initiatives aimed at enhancing employee performance and skills.
Nature	HRM is a management function that encompasses various aspects of human resource management.	HRD is a sub-function of HRM, focusing on the developmental aspects of human resources.
Function	HRM functions are often reactive and aim at achieving overall organizational objectives.	HRD functions are proactive and consistently applied to enhance employee productivity and development.
Goal	HRM aims to improve overall employee performance and management within an organization.	HRD focuses on goals related to skill development, knowledge enhancement, and employee competency.
Process	HRM processes are typically routine and performed as needed.	HRD processes are ongoing and designed for long-term development.

Dependency	HRM operates independently and includes functions like recruitment, compensation, and performance appraisal.	HRD is a subsystem of HRM and draws upon HRM functions for employee development.
Concerned with	HRM deals primarily with managing people, including recruitment and rewards.	HRD is concerned with developing all aspects of individuals within the organization, including skill development.
Level of formality	HRM functions are often formal and may involve structured processes like classroom training.	HRD functions can be informal and may include mentorships or coaching from superiors.

Role of HRD professionals

- 1. Training and Development :** HRD professionals design and deliver training programs that address specific skill gaps or knowledge deficiencies among employees. They identify training objectives, content, methods, and materials tailored to meet the organization's needs. HRD professionals may also assess the effectiveness of training through evaluations and feedback mechanisms.
- 2. Career Development :** HRD professionals engage in career counseling and development discussions with employees, helping them set clear career goals. They provide guidance on the skills and experiences needed for career advancement and advise on available opportunities within the organization.

3. **Leadership Development** : HRD professionals identify high-potential employees who show leadership potential. They create leadership development programs, which may include mentorship, coaching, and leadership training workshops. Succession planning is often a key component of leadership development efforts.
4. **Performance Management** : HRD professionals collaborate with HRM to establish performance appraisal processes and related documentation. They may design performance improvement plans and provide tools and resources to help employees meet their performance goals.
5. **Organizational Development** : HRD professionals work on initiatives to improve the organization's structure, culture, and overall effectiveness. This may involve conducting organizational assessments, implementing change management strategies, and aligning HRD programs with strategic goals.
6. **Employee Engagement** : HRD professionals measure and analyze employee engagement levels through surveys, focus groups, or feedback mechanisms. They develop action plans to address areas of concern, foster a positive work environment, and promote a sense of belonging and commitment among employees.
7. **Learning Culture** : HRD professionals encourage employees to take ownership of their learning and development. They create opportunities for self-directed learning, such as access to online courses, resources, and mentorship programs.
8. **Talent Retention** : HRD professionals analyze turnover data and conduct exit interviews to understand why employees leave. They develop retention strategies, which may include career development plans, recognition programs, and work-life balance initiatives.

9. **Needs Assessment** : HRD professionals gather information about employee development needs through various methods. They use data from performance evaluations, surveys, and one-on-one discussions to identify skill gaps and learning priorities.
10. **Technology Integration** : HRD professionals leverage technology for training and development purposes. This includes implementing e-learning platforms, creating digital training materials, and utilizing learning management systems (LMS) for tracking progress.
11. **Evaluation and Measurement** : HRD professionals assess the impact of training and development programs on individual and organizational performance. They use metrics such as training completion rates, performance improvement metrics, and return on investment (ROI) analysis.
12. **Compliance and Ethics** : HRD professionals ensure that training programs align with legal requirements and ethical standards. They may develop and deliver programs related to diversity and inclusion, harassment prevention, and ethical conduct in the workplace.
13. **Data-Driven Decision-Making** : HRD professionals use data analytics to make informed decisions about talent development. They analyze trends in employee development, identify areas of improvement, and adjust strategies based on data-driven insights.
14. **Global Competence** : In a globalized workforce, HRD professionals address cultural diversity and international needs. They provide cross-cultural training and support for employees working in different regions, helping them adapt to global business environments.

HRD professionals play a multifaceted role in shaping an organization's human capital, ensuring that employees are continually learning and growing, and

contributing to the achievement of organizational goals. Their efforts are essential for building a skilled and engaged workforce in today's dynamic business landscape.



“ वंदी वचाओं, वंदी पदाओं ”
Estd. 2008