
The ASTD Reference Guide to

**PROFESSIONAL
HUMAN RESOURCE
DEVELOPMENT ROLES
AND COMPETENCIES**

Volume I

2nd Edition

William J. Rothwell & Henry J. Sredl

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Second Edition of *The ASTD Reference Guide to Professional Human Resource Development Roles and Competencies*

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Preface

Human Resources Development (HRD) is carried out by many people: training and development professionals, Organization Development professionals, employment counselors, economic development officials, operating managers, supervisors, in-house career development professionals, school faculty, and school guidance counselors. While their job titles vary, HRD professionals share certain work roles (activities), work outputs (results of what they do), competencies (qualities that help them achieve results), quality requirements (expectations for performance), and ethical standards (notions of right and wrong). They may also be similarly affected by future forces.

HRD professionals devote their time and attention to these broad goals:

1. Helping individuals, groups, and organizations anticipate or adapt to change
2. Increasing individual, group and organizational productivity
3. Improving the quality of working life

They achieve these goals through training, education, employee development, career development, and Organization Development.

Awareness of the importance of HRD roles, work outputs, and competencies was significantly increased by the research-based competency study *Models for Excellence* (1983), sponsored by The American Society for Training and Development (ASTD) and carried out under the able leadership of Patricia McLagan. That study has recently been updated, revised, and expanded by McLagan, and published in four volumes as *Models for HRD Practice* (The American Society for Training and Development, Alexandria, VA, 1989). For those serious about studying and improving HRD work, that competency study is the place to start.

Why This Book Was Written

The ASTD Reference Guide, second edition, is intended to serve as a companion to *Models for HRD Practice*, just as the first edition was a companion to *Models for Excellence*. Simply stated, this book's purpose is to expand on the roles described in *Models for HRD Practice* and provide HRD practitioners, operating managers, academicians, students, and other interested readers with the resources for enacting those roles. While *Models for HRD Practice* focuses primarily on what HRD practitioners do, this book provides background information, references to the literature of the HRD field, and developmental suggestions for enacting HRD roles. Prospective and practicing HRD professionals, operating managers, and others should find this book useful as a practical guide and desk reference to employee training, employee education, employee development, career development, and Organization Development. Academicians should find this book suitable for undergraduate and graduate courses in HRD. Students and those interested in entering professional HRD work should find the book useful as a broad introduction to the field.

How the Book Is Organized

The book is organized in seven parts. Volume I contains parts I through III. Part I describes the context of HRD with key definitions, the status of HRD today, and the historical evolution of the field. Part II focuses on the HRD profession. It reviews previous competency studies, highlights the results of Models for HRD Practice, advises readers on planning professional careers in HRD, reviews ethical issues associated with HRD work, and notes key future forces likely to affect the field. Part III reviews the range of performance improvement strategies that may be used in organizational settings, devoting special attention to Organization Development, employee development, employee education, and employee training.

Volume II contains Parts IV through VII. Each chapter in the volume focuses on roles. Part IV concerns the roles of researcher, manager, needs analyst, marketer, and organization change agent; Part V the roles of individual career development advisor, program designer, HRD materials developer, administrator and instructor/facilitator; and Part VII the role of evaluator.

About Our Authorship

If it were possible to list our names without implying a senior or junior author, we would do so. *We are entirely co-equal authors.* Each complements the other with his perception of life and its opportunities and challenges for HRD professionals and those they serve. This guide would not have been possible without both of us. We deserve equal credit—or blame—for the final product.

In this spirit of teamwork, we have switched the order of our names in this second edition of a work that has been widely read and used as desk guide, reference work, and college text.

Acknowledgments

We would like to thank the Board of Directors and staff of The American Society for Training and Development for supporting this project. However, the opinions expressed in this book are the authors' own and do not represent the official policy of ASTD or the authors' employers.

We would also like to thank our spouses—Marcelina and Rowena—for their support and encouragement of this project over a five year timespan. Without their devotion and inspiration, this book could not have been written.

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HENRY J. SREDL (Hank), Ph.D., is Professor and Director of Professional Relations in the Training and Development Program at Oregon State University (Corvallis, OR) and President of Human Resource Associates Foundation, Inc. (Centre Harbor, NH), a private consulting firm. He has worked more than thirty years with people and people challenges, and is a published author and member of numerous professional groups, including the American Society for Training and Development (ASTD). His local ASTD affiliation is with the Portland Metro Chapter. Hank's commuting between coasts (his wife, Rowena, lives in Walnut Creek, CA) and work in Eastern Europe and Asia give him a global perspective on the issues facing HRD professionals in training and development,

ABOUT THE AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT

The American Society for Training and Development

The American Society for Training and Development (ASTD) is an international organization based in Alexandria, Virginia. The largest association for Human Resource Development professionals in the U. S. A., with a national membership of nearly 30,000 and local (Chapter) membership adding nearly 30,000, ASTD's mission is to "provide leadership to individuals, organizations, and society to achieve work-related competence, performance, and fulfillment."

Vision

ASTD's written *Vision 2000* states that ASTD's goal is to be a worldwide leader in workplace learning and performance by the year 2000. To make its vision a reality, ASTD plans to achieve results in five areas:

- *Leadership.* ASTD will inspire and lead new efforts to improve performance at work and be known worldwide for its leadership role.
- *Applied Research.* ASTD's Institute for Workplace Learning, an applied research center, will find, create, and disseminate the world's most successful practices for achieving better performance at work.
- *Information.* ASTD will be a first source of information on workplace learning and performance. It will be the center of a worldwide information exchange.
- *Networks, Coalitions, and Partnerships.* ASTD will form partnerships with diverse individuals, organizations, and communities to improve workplace learning and performance.
- *Development.* ASTD will create opportunities for continual learning and professional development for itself as an organization and for its members.

Realizing the Vision

Each year ASTD will move forward by:

- focusing on highest priority issues for members and the human resource development field
- reviewing society strategies against the changing environment and against the society's vision, mission, and values, and adjusting direction as needed
- evaluating the previous year's programs
- making programming and budgeting decisions within the context of the strategic plan

Society Values

ASTD:

- values the worth, dignity, and potential of the individual in the workplace
- celebrates diversity among people and values difference as a source of creativity
- believes that development of people is critical to organizational effectiveness
- believes that organizations must provide individuals with the opportunity to develop and reach their potential
- believes that partnerships are essential for the actualization of our beliefs
- believes that improving the quality of life and standard of living requires organizations to be competitive and prosperous and that this is best achieved by maximizing the contribution of organizations' human resources
- values learning and believes it must be a life long process

- values the collection, analysis, and dissemination of information that advances the state-of-the- profession
- values a leadership role for ASTD that envisions, champions, engages, advocates and integrates people and ideals
- believes that there must be a critical link between HRD practices and organizational and individual performance
- believes ASTD should model these beliefs

ASTD'S Strategic Plan

Introduction

ASTD's strategic plan focuses the direction of the Society on issues of highest priority for our members and the Human Resource Development field. All programming and budgeting decisions are made within the context of the strategic plan. (It is not an attempt to describe what ASTD is or everything we do.) The plan is an evolving document that is reviewed annually by the Board of Directors and Board of Governors with input from leadership throughout the Society. While we do not anticipate that elements of the plan will change dramatically each year, this annual review process assures an opportunity for ASTD to modify its direction when a changing environment indicates the need.

Society Definition

The American Society for Training and Development comprises individuals who share basic values about human potential in the workplace.

Beliefs

- The worth, equality, dignity, and potential of the individual must be recognized in the workplace.
- Creativity and ingenuity are enhanced by diversity.
- Ultimately, growth and change are the responsibility of the individual.
- Innovation, flexibility, and excellence are essential to the practice of HRD.
- ASTD will be a model of these beliefs.

Mission

ASTD provides leadership to individuals, organizations, and society to achieve work-related competence, performance, and fulfillment.

10 Year Vision

ASTD will:

- be acknowledged worldwide for its leadership in promoting human resource development as a competitive advantage
- advocate learning as a major process empowering people and organizations to anticipate and deal with change
- promote a dynamic and productive society by improving work-life quality and promoting organizational effectiveness
- serve the needs of those involved in managing and developing people for work
- be known for excellent professional development

5-Year Strategies

1. Increase the current membership base of HRD practitioners.

ASTD will attract and retain its membership base by actively creating and promoting an expanding array of benefits.

2. Target the senior HRD professional.

ASTD will focus on the senior HRD professional, including those who are senior in position, expertise, or experience, thus involving the mid-level HRD manager as well. We will identify opportunities and challenges for seniors to contribute to the profession and the Society.

3. Create professional development products and services for organizations and individuals.

ASTD will help organizations and individuals improve performance by providing products and services such as information scans, diagnostics, networking, learning experiences, and job aids.

4. Clarify roles and differentiate products and services of chapters and the national organization.

ASTD will recognize and build on the respective strengths of its chapter and national membership bases to support its product line and delivery capability. Products will be developed and delivered locally, regionally, or nationally. This strategy includes a larger role for chapters in a strategic partnership with national and joint membership recruitment.

5. Provide a link between HRD professionals and line management.

ASTD will encourage a partnership between HRD professionals and line management and create a model of this collaboration. We will emphasize programs that help HRD people become more knowledgeable about business and line managers more knowledgeable about HRD capabilities.

6. Collect, conduct and disseminate research on human resource issues within a worldwide context.

To establish a central focus for research on HRD issues, ASTD will act as a clearinghouse for HRD research findings of all kinds, continue and expand economic and demographic research, conduct environmental scans, identify HRD megatrends, conduct needs assessments and sponsor research on specific HRD concerns. Recognizing the global framework within which we operate, we will use our resources to gain a worldwide perspective on critical human resource issues. We are especially interested in research on: the role of HRD in the international economy; HRD issues in specific industries and at specific types of firms; and new training and development technologies, especially as they relate to competitiveness.

7. Lead the creation of national human resources policy.

ASTD will shape policy by representing employer-based human resource interests with government, policy groups and higher education. We recognize a responsibility to identify and respond to issues such as national competitiveness, displaced workers, and a changing workforce/workplace. ASTD will sponsor and coordinate

research and continue collaboration and coalition building with the press, labor, higher education, other associations and government.

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Address and Membership Information

For more information about ASTD, contact the Society at 1640 King Street, Box 1443, Alexandria, VA 22313 or phone the Society at 703-683-8171. At the time this book goes to press, National Membership dues are \$150 annually. (Special membership rates are available for full-time students and senior associates upon request.)

Contents

Preface	xxiii
About the Authors	xxv
About The American Society for Training and Development	xxvii

PART 1: The Context of HRD

1. Key Definitions	1
What Is Human Resource Development?	1
<i>How the Term Originated</i>	1
<i>Why It's Not Easy to Define HRD</i>	1
<i>How This Book Defines HRD</i>	3
What Is the Scope of HRD Efforts?	3
<i>Training</i>	4
<i>Education</i>	5
<i>Development</i>	6
<i>Career Development</i>	8
<i>Organization Development</i>	9
References	10
Additional Reading	13
2. Where Is HRD Today?	15
Who Sponsors HRD?	15
<i>Elementary and Secondary Schools (Public and Private)</i>	16
<i>Postsecondary Schools</i>	16
<i>Other Sources of Postsecondary Training</i>	19
<i>Colleges and Universities</i>	20
<i>Government-Funded Job Training Programs</i>	20
<i>Training-Vendors</i>	21
<i>Vendors can Perform Many HRD Services for Organizations</i>	21
<i>Employers As Sponsors</i>	21

Who Participates in HRD?	26
--------------------------	----

<i>Employees as Participants</i>	26
----------------------------------	----

<i>Nonemployees and Stakeholders as Participants</i>	27
--	----

3. The Roots of HRD: A Historical Perspective	45
--	-----------

The Forerunners of HRD	45
------------------------	----

Economics	47
-----------	----

<i>How Economics Evolved</i>	47
------------------------------	----

<i>How Economics Influences HRD</i>	48
-------------------------------------	----

Psychology	48
------------	----

<i>How Psychology Evolved</i>	48
-------------------------------	----

<i>How Psychology Influences HRD</i>	49
--------------------------------------	----

Management	49
------------	----

<i>How Management Evolved</i>	49
-------------------------------	----

<i>How Management Influences HRD</i>	56
--------------------------------------	----

Communication	57
---------------	----

<i>How Communication Theories Evolved</i>	57
---	----

<i>How Communication Theories Influence HRD</i>	59
---	----

Sociology	59
-----------	----

<i>How Sociology Evolved</i>	59
------------------------------	----

<i>How Sociology Influences HRD</i>	60
-------------------------------------	----

Political Science	60
-------------------	----

<i>How Political Science Evolved</i>	60
--------------------------------------	----

<i>How Political Science Influences HRD</i>	61
---	----

Education	61
-----------	----

<i>How Education Evolved</i>	61
------------------------------	----

<i>How Education Influences HRD</i>	63
-------------------------------------	----

The Humanities	64
----------------	----

<i>How the Humanities Evolved</i>	64
-----------------------------------	----

<i>How the Humanities Influence HRD</i>	64
---	----

How Did HRD Evolve?	65
---------------------	----

References	67
------------	----

PART 2: The HRD Professional and The Practice of HRD

4. The Quest for Meaning: Competency Studies of HRD	71
Why Competency Studies of HRD Work?	71
A Look at Some HRD Competency Studies	76
<i>The Ontario Society for Training and Development (OSTD)</i>	77
<i>The American Society for Training and Development (ASTD)</i>	77
<i>The National Society for Performance and Instruction (NSPI)</i>	77
<i>The International Board of Standards for Training,</i>	78
<i>Performance and Instruction (IBSTPI)</i>	78
<i>The Organization Development Institute (ODI)</i>	78
<i>The Society for Human Resource Management (SHRM)</i>	81
References	81
5. An Overview of Models for HRD Practice	85
Background of the Study	85
<i>The Study's Results</i>	86
<i>The Research Report</i>	86
<i>The Models</i>	86
<i>The Practitioner's Guide</i>	86
<i>The Manager's Guide</i>	87
<i>The Academic Guide</i>	87
The Models Summarized	87
<i>Outputs of HRD Work</i>	87
<i>Quality Requirements Linked to Outputs of HRD Work</i>	91
<i>Competencies of HRD Work</i>	91
References	140
6. Planning and Implementing an HRD Career	141
A Seven-Step Career Plan	141
Exploring Careers in HRD	142
• <i>Studying HRD Professionals</i>	144
• <i>Reading About HRD</i>	148
• <i>Talking to Others</i>	153
• <i>Joining Professional Associations</i>	153
• <i>Gaining Relevant Experience</i>	155
<i>Establishing Career Goals, Objectives and Strategy</i>	156

<i>Assessing Career Strengths and Weaknesses</i>	161
<i>Preparing an Individual Career Plan</i>	168
• <i>Implementing Your Individual Career Plan</i>	168
• <i>Gaining Experience Relevant to the Competency</i>	169
• <i>Enrolling in Educational Programs</i>	169
• <i>Enrolling in Training Programs</i>	170
• <i>Reading Independently</i>	170
• <i>Networking with Others</i>	173
<i>Evaluating and Modifying Career Progress</i>	173
<i>Upgrading Your Knowledge, Skills and Abilities</i>	174
Starting Out on Your HRD Career	174
• <i>Getting Your First Job in HRD</i>	174
• <i>Writing Your Résumé</i>	176
• <i>Finding Out About Openings</i>	178
• <i>Conducting the Job Search</i>	179
• <i>The Interview</i>	180
<i>Choosing Your Career Path</i>	180
• <i>Increase the Scope of Your Present Job</i>	181
• <i>Decrease the Scope of Your Present Job</i>	181
• <i>Seek Promotion in HRD</i>	181
• <i>Shift to a Larger Organization</i>	182
• <i>Shift to a Smaller Organization</i>	182
• <i>Shift from a Regional Office to Headquarters</i>	182
• <i>Shift from Corporate Headquarters to a Regional Office</i>	182
• <i>Shift from a Line to a Staff HRD Department</i>	182
• <i>Shift from a Staff to a Line HRD Department</i>	183
• <i>Move Out of an HRD Specialization to a Job with HRD Components</i>	183
• <i>Move Out of HRD Completely</i>	183
• <i>Move Into Higher Management</i>	183
References	184
7. Grappling with the Ethical Issues of HRD Work	189
The Importance of Values and Ethics	189
<i>An Ethical Crisis in the United States</i>	189
<i>Ethics and HRD Professionals</i>	190
What Are Values and Ethics?	196

<i>What are Values?</i>	196
<i>What are Ethics?</i>	197
<i>Value Theory and Ethics</i>	197
What Ethics and Values Characterize HRD Work?	197
<i>Are Similar Values and Ethics Shared by HRD Professionals?</i>	197
<i>Rules of behavior for national members</i>	199
<i>Why It's Important to Articulate Individual Values, Ethics, and Philosophy</i>	200
What Ethical Issues Confront HRD Professionals?	201
<i>Maintaining Appropriate Confidentiality</i>	207
<i>Saying "No" to Inappropriate Requests</i>	207
<i>Showing Respect for Copyrights, Sources, and Intellectual Property</i>	208
<i>Ensuring Truth in Claims, Data, and Recommendations</i>	208
<i>Balancing Organizational and Individual Needs and Interests</i>	208
<i>Ensuring Customer and User Involvement, Participation and Ownership</i>	209
<i>Avoiding Conflicts of Interest</i>	210
<i>Managing Personal Biases</i>	210
<i>Showing Respect for, Interest in, and Representation of Individual and Population Differences</i>	210
<i>Making the Intervention Appropriate to the Customer's or User's Needs</i>	211
<i>Being Sensitive to the Direct and Indirect Effects of Intervention and Acting to Address Negative Consequences</i>	211
<i>Pricing or Costing Products or Services Fairly</i>	212
<i>Using Power Appropriately</i>	212
References	213
Additional Reading	217
8. Gazing Into the Crystal Ball: Future Forces Affecting HRD	223
Thirteen Future Forces That Will Affect HRD	223
1. Increased Pressure and Capacity to Measure Workforce Productivity, Performance Cost-Effectiveness, and Efficiency	225