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The Role of HR as Change Agents in developing CPE programs during these recessionary period

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Role of Human Resource

The Competitive Challenges

Sustainability challenge

Global challenge

Technology challenge

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# Changing Role of HRM

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<thead>
<tr>
<th>Managers responsible for HRM practices</th>
<th>HRM-not respected</th>
<th>Deloitte Consulting Study</th>
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<tr>
<td>• People issue very critical</td>
<td>• Perceived lack of competence</td>
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<td>• People critical to business success</td>
<td>• Business sense and lack contact with operations</td>
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<td>• Only 23% of executives find HR playing their role in strategy and operations</td>
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<td>• The study reveals HR should be involved in strategy and business goals</td>
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Organizations Facing Gloomy Times

- Financial crisis
- Recession
- Economic depression
HR Department

Economic crisis

- recession

Denial

- Everything is ok
HR Department

- Informs employees about the economic scenario
- Employees learn to adapt to crisis
HR as Change Agents

- Designed to help individuals to change
- Change will dominate our lives

- Help people understand change
- Especially during current times

- Change Agents
- Change Consultants

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**HR as Change Agents**

- Change means to alter or modify something naturally or Deliberately planned
- Change which is not managed will not have proper direction or goal and, Does not use valid knowledge and available resources
- Bennis (1976) viewed planned change as a deliberate and collaborative process involving Change Agents or client system
- Houle (1972) suggests that Change Consultants from outside are solicited
HR as Change Agents

- Planned Change means conscious effort to alter performance, desirable goals, and collaborative effort between change agent and client system.

- Planned Change conceptualized as conscious and purposive effort to alter performance or behavior of a client system towards desirable goals using valid knowledge and available resources.

- Change Agents must assess organizational readiness for change.
- Change Agents work to unfreeze existing pattern and develop a new pattern.
HR and CPE
What is CPE

- Concept of CPE has evolved the past 70 years:
  - Staff management
  - Staff development
  - Professional development
  - Continuing education

- Queeny, (2000)
What is CPE

- Concrete system of continuing education conceptualized in 1960s for physicians
- Emerged continuing education for re-licensure and recertification

*Cervero, (1990)*
What is CPE

- Over the next two decades numerous professions have adopted the philosophy of continuing professional education for their employees.

- Cervero, (1990)
CPE is defined as:

- The further development of human abilities after entrance into employment.
- It includes in-service, upgrading and updating of changing knowledge base and practice.
- Continuing education to enable practitioners to progress from novice to expert.
- CPE is continuing, learning never ceases regardless of age or seniority.
- Field of practice directed to the ongoing needs of the professional.

Knox, (1989)
Who is a Professional

- Professionals are business, service or community oriented leaders that apply a systematic body of knowledge to problems that are highly relevant to the central values of society

- Cevero, (1988)
Who is a Professional

A professional activity which consist of problem solving made rigorous by the application of scientific theory and techniques

Schon, (1983)
Who is a Professional

Involves intellectual judgment by individual practitioners

Growing base of knowledge and continuous research and preparation

A Professional
Flexner (1915)

Practical activity and involves special techniques

Organized for the purpose of controlling the quality of the profession
Who is a Professional

- An individual who is engaged in some activity or vocation as a remunerated occupation, and needs to attend a CPE program to renew his/her certificate to practice and meet minimum standard requirement of the organization which he/she hold membership.

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What is CPE

The systematic maintenance, improvement and broadening of knowledge, skill and the development of personal quality necessary to execute professional, technical duties throughout the practitioner’s working life
Who are CPE Providers

Consists of professional associations, institutions, universities, employing agencies, consultants, who facilitate program planning, process of learning, growth and change between CPE and professional practice
Who are CPE Educators

An individual who has the primary function of educating adults through planned educational activities or programs. The programs consist of systematic and sustained learning activities to change knowledge, skills, values, and attitudes.
HR-CPE and the Change Agent

- Provides professional guidance
- Chooses specific techniques to change behavior
- System, group or an individual
- Establish and maintains relationship at each phase
- Appraises client’s system, problem and motivation

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HR-Promoting Planned Change

Development of a Need for Change

Client system experiences issues and tension

Client system must be aware of issues and not in denial

Desire a change, seek to invite outside help

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HR-Promoting Planned Change

Zeroing the Problem

This phase includes collection, analysis and interpretation of data

Change agent works with client system, clarifies issues and conducts diagnosis

Change agent recommends changes to be accepted by client system

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HR-Promoting Planned Change

Establishing Goals and Intention of Action

| Change process involves translation of diagnostic insights | Ideas and alternative means to overcoming issues | Program designing, committing resources identifying action steps |

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HR-Promoting Planned Change

Committing to Action

Implementing stage  Innovative change plans  Evaluation and feedback

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| Change has been accomplished, stabilized and permanent | mechanism involves confirmation of practice, behavior change, feedback and reinforcement | Supported by structural changes, and key communicators of client system |

**Stabilization of Change**
Role of Change Agents

- Utilize various strategies and techniques
- Continuous reinforcement of learners and facilitators
- Sensitive and adapt learner experience
- Power and authority, formal and informal
- Identify, mobilize, develop and utilize resources and humans
- Change agents as legitimizer
- Feed back, sharing by learner
- On going monitoring and experiences

Boone, (1985)
HR-Training The Trainers

Change agents need support

Supervisors and project officers need to be trained

Sub - Change Agents
Training is Development: During a Recession

Development Model

Intentions, aspirations of change agents on what they want to learn

Articulation by change agents

Develop new knowledge, skill and behavior change for the agents

Practice decision making by trainees, plan own learning

Active learning and trainees become effective change agents

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Conclusion: HR as Change Agents

- Change agents goes through development process
- Best developed workers
- Helping in the recovery process
- Outperform, willing to adapt
- Recession will not last forever

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Questions?

Thank You