Chapter 9
Hughes's Human Resource Development (HRD) Value Creation Model

ABSTRACT

This chapter describes the seven-point Hughes human resource development (HRD) value creation model. The seven-point Hughes HRD value creation model is multidisciplinary. This model is both theoretical and operational. This model provides a theoretical framework for further research and practical applications of management practices, training practices, and HRD philosophy and strategies within organizations. Users of this model should keep ethics foremost in their minds as they seek to integrate people and technology in the workplace. This chapter centers around convincing managers and leaders to change their thought processes about how they perceive their employees' value within the workplace.

INTRODUCTION

Each organization must identify its dominant philosophical perspective and adjust its OD initiatives, as needed, to ensure alignment of goals and strategies. People and technology have to be complementary to each other for organizations to optimize their competitiveness in the marketplace. The biggest change in the model is that the OD initiatives became the last point in the model. Usually, stakeholders introduce the OD initiatives without

understanding their employees or technology value and something goes awry. *Hughes's HRD Value Creation Model* attempts to be a guide for organizations to follow through its people and technology towards success.

BACKGROUND

Sackett and Mullen (1993) described four reasons why evaluation should be completed:

1) to make decisions about the future use of a training program or technique (e.g., continue, modify, or eliminate); 2) to make decisions about individual trainees (e.g., certify as competent, provide additional training, etc.); 3) to contribute to a scientific understanding of the training process; or 4) for political or public relations purposes (e.g., documenting success may increase the training function's credibility and visibility within an organization). (p.619).

Effective evaluation increases credibility and visibility of the training function (Brinkerhoff, 1987; Bushnell, 1990; Galvin, 1983; Goldstein, 1980; Kirkpatrick, 1967, 1987, 1994, 1996; Warr et al., 1970). All four of these items are relevant to *Hughes's HRD Value Creation Model*, thus organizations should consider conducting evaluations to determine if there are areas for improvement through use of the model.

HUGHES'S HRD VALUE CREATION MODEL

The seven-point *Hughes's HRD Value Creation Model* was derived from Hughes's high performance manufacturing industry experiences. The model extends Hughes's (2010) PT conceptual model. Aguinis and Kraiger (2009) suggested that there is "[a]n important challenge for the practice of training… to integrate the training function with employee selection, performance, management, rewards, and other human resource practices (Aguinis, 2009; Aguinis & Pierce, 2008; Cascio & Aguinis, 2005)" (p.467). This model provides a theoretical framework for further research and practical applications of management practices, training practices (Cascio, 2019), and HRD philosophy and strategies within organizations. This chapter describes the seven-point *Hughes HRD Value Creation Model* (See Figure 1) and seeks to inspire transformation and examination of ways to develop measures for the values.

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