Human resources development as a management task

3. Human resources development as a management task

HRD take place "on the spot", i.e. it is a task of the superiors. It is the superiors who can best identify the requirements of a specific job and the potential or possible deficiencies of their staff. It is the joint responsibility of the staff and their superiors to agree upon required, and suitable HRD measures. It is one of the duties of managers to actively support HRD and to contribute to transparency and acceptance of HRD measures.

Sometimes there will be differences between how a staff member sees himself/herself and how the superiors judge him/her. In that case, the persons involved may obtain advice and support by ZC/human resources development unit. Another task of ZC/human resources development unit is to implement and further develop the HRD modules and to check their efficiency.