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MASTER OF SOCIAL WORK,

III SEMESTER

34933 C - HUMAN RESOURCE DEVELOPMENT

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UNIT - I HUMAN RESOURCE DEVELOPMENT

Structure

1.1 INTRODUCTION

The Development is defined as bringing about social change that allows people to achieve their human potential. An important point to emphasize is that development is a political term: it has a range of meanings that depend on the context in which the term is used, and it may also be used to reflect and to justify a variety of different agendas held by different people or organizations. The idea of development articulated by the World Bank, for instance, is very different from that promoted by Greenpeace activists. This point has important implications for the task of understanding sustainable development, because much of the confusion about the meaning of the term 'sustainable development' arises because people hold very different ideas about the meaning of 'development' (Adams 2009).

Another important point is that development is a process rather than an outcome: it is dynamic in that it involves a change from one state or condition to another. Ideally, such a change is a positive one - an

improvement of some sort (for instance, an improvement in maternal health). Furthermore, development is often regarded as something that is done by one group (such as a development agency) to another (such as rural farmers in a developing country). Again, this demonstrates that development is a political process, because it raises questions about who has the power to do what to whom. But development is not simply about the interactions between human groups; it also involves the natural environment. So, from another point of view, development is about the conversion of natural resources into cultural resources. This conversion has taken place throughout the history of human societies, although the process has generally increased in pace and complexity with time.

1.2 CONCEPT

Human Resource Development (HRD) is a positive concept as an area of managing human resources. It is based on the belief that it is imperative and constructive for an organization to invest in human beings to bring substantial benefits in the long run. It aims at the overall development of the human resource in order to contribute for the well-being of the employees, organization and the society at large.

Human Resource Development (HRD) refers to an organization's focus on improving the knowledge, ability, skills, and other talents of their employees. It is the integrated use of training, organization, and career development efforts to improve individual, group, and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities.

Among scholars the first use of "human resources" in its modern form was in a 1958 report by economist **E. Wight Bakke.** The term began to become more developed in the 19th century due to misunderstandings between employers and employees. In many organizations, the Human Resource Development (HRD) process begins upon the hiring of a new employee and continues throughout that employee's tenure with the organization.

Many employees come into an organization with only a basic level of skills and experience and must receive training in order to do their jobs effectively. Others may already have the necessary skills to do the job, but don't have knowledge related to that particular organization. HR development is designed to give employees the information they need to adapt to that organization's culture and to do their jobs effectively.

1.3 MEANING

Human Resource Development is a system of developing in a continuous and planned way the competencies of individual employees, dyadic groups (supervisor and subordinate), teams and the total organization to achieve the organizations goals. It maximize the congruence between the individual and the organizational goals of employees an develops an organizational

culture in which superior- subordinate relationships, teamwork and collaboration among various units become strong and contribute to the professional well-being, motivation and pride of employees.

Human Resource Development (HRD) can be viewed, in some ways, in the same manner that a coach views his sports team. While a coach may recruit players who already have some skill and ability, the point of continued practice is to strengthen those skills and abilities and make even better players.

Human Resource Development (HRD) has the same goal: to make better employees. The purpose of HR development is to provide the 'coaching' needed to strengthen and grow the knowledge, skills, and abilities that an employee already has. The goal of development and training is to make employees even better at what they do.

A Human Resource Development (HRD) means a process and function by which people in an organization are helped, in a continuous and planned way to

1. Acquire and sharpen capabilities required to perform present and future jobs.
2. Develop general capabilities and use potentials for personal and professional development.
3. Development an organizational culture and system for maximum utilization of enhance competencies and potentials

1.4 DEFINITIONS

Dr. Len Nadler (1970) defined HRD as a series of organized activities conducted within a specified period of time and designed to produce behavioral change. In a revised definition **Nadler (1984)** defined HRD as organized learning experience in a definite time period to increase the possibility of job performance and growth

Human resource development can be defined as a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands. Learning is at the core of all HRD efforts. HRD activities should begin when an employee joins an organization and continue throughout his or her career, regardless of whether that employee is an executive or a worker on an assembly line, HRD programs must respond to job changes and integrate the long-term plans and strategies of the organization to ensure the efficient and effective use of resources.

According to **Watkins**, 'human resource development is fostering long-term work related learning capacity at individual, group and organizational level'.

According to **South Pacific Commission** 'human resource development is equipping people with relevant skills to have a healthy and satisfying life'.

The **American Society for Training and Development (ASTD)** defines HRD as follows: 'human resource development is the process of increasing the capacity of the human resource through development. It is thus the

process of adding value to individuals, teams or an organization as a human system'.

HRD in Organizational context has been rightly defined by T.V. Rao and his definition, which has also been termed as the national definition of HRD in India. According to **Prof. T.V.Rao (1981)**, HRD is a continuous process to:

> ➢ Acquire or sharpen capabilities required to perform various functions associated with present and future needs of the job.
>
> ➢ Develop their general capabilities as an individual and enable them to exploit their inner potential.
>
> ➢ Develop a congenial organizational climate in which dyadic relationship and team collaborations among sub-units are strong and contribute to the professional well being of employees

Prof C.S. Sanker (1984) observes, "HRD is a development oriented planning efforts in the personnel area which is basically concerned with the development of human resources in the organization for improving the existing capabilities and acquiring new capabilities for achievement of the corporate and individual goals".

In the words of **M.N. Khan (1987)** "HRD is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertakings".

According to **Pareek, U (1991)**, "HRD is a new systematic approach to proactively deal with issues, related to individual employees and teams, and organizations and a movement to develop organizational capability to manage change and challenge".

Stewart and McGoldrick (1996) wrote authoritatively in the HRD area, suggest that the question of what is HRD is not amenable to any definite answer, therefore he offered a 'tentative' definition of HRD as follows: "Human resource development encompasses activities and processes which are intended to have impact on organizational and individual learning. The term assumes that organizations can be constructively conceived of as learning entities, and that the learning processes of both organizations and individuals are capable of influence and direction through deliberate and planned interventions. Thus, HRD is constituted by planned interventions in organizational and individuals are capable of influence and direction through deliberate and planned intervention"

According to **Kelly (2001)** "Human Resources Development (HRD) as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement".

McLean and McLean (2001) have offered the following global definition of HRD after reviewing various definitions across the world:

"Human Resource Development is any process or activity that, either initially or over the longer-term, has the potential to develop adults' work based knowledge, expertise, productivity, and satisfaction, whether for personal or group/team gain, or for the benefit of an organization, community, nation, or, ultimately the whole humanity".

1.4.1 Features of HRD

a) HRD is a system and HRD develops the competencies at all levels.

b) HRD is continuous and planned development effort.
c) HRD is never ending process. It may occur throughout the year.
d) HRD is multi-disciplinary Subject.
e) HRD is requires to make changes and innovations in the company.
f) HRD is makes everybody to involve in the growth of the company.
g) HRD makes the individuals are more skillful in the company.
h) HRD makes the economy of the country to be as a developed one.
i) HRD improves the quality of work life and environment of the company.
j) The ultimate object of HRD is to contribute to the professional well-being, motivation and pride of the employees.

Indicators of HRD at the organizational level
a) HRD instruments/sub-systems/mechanisms, (e.g., HRD departments, appraisal systems, job-rotation, training, and development etc.)
b) HRD processes, (e.g., role clarity, trust, openness, pro-action, collaboration, etc.)
c) HRD outcomes (E.g. more competent people, work, etc.)
d) Organizational outcomes (improved performance, profits, diversification, image productivity, etc.)

Effects of HRD programme
a) People in the organization become more competent because on the one hand they become better aware of the skills required for job performance and on the other hand there is greater clarity of norms and standards.
b) People understand their roles better because through increased communication they become aware of the expectation which other members of their role set have from them.
c) People become more committed to their jobs because now there is greater objectivity in the administration of rewards. They come forward with better and more creative ideas.
d) People develop greater trust and respect for each other. They become more open and authentic in their behavior. Thus new values are generated.
e) There is greater collaboration and teamwork which produces synergy effects.
f) The people find themselves better equipped with problem-solving capabilities. They become more prone to risk taking and proactive in their orientation. There is greater readiness on their part to accept changes.
g) Lot of useful and objective data on employees are generated which facilitates better human resource planning.
h) The top management becomes more sensitive to employees problems and human processes due to increased openness in communication

1.4.2 Importances of HRD
Human resources development is important because it is an investment in one's employees that will ultimately result in a stronger and more effective

workforce. When an organization develops their employees, they are strengthening their assets and making these employees even more valuable. Human resource is needed to be developed as per the change in external environment of the organization, hence, HRD helps to adapt such changes through the development of existing human resource in terms of skill and knowledge.

The importance or significance of HRD can be explained as follows:

I) HRD Develops Competent HR

HRD develops the skills and knowledge of individual, hence, it helps to provide competent and efficient HR as per the job requirement. To develop employment's skill and competencies, different training and development programs are launched.

II) HRD Creates Opportunity For Career Development

HRD helps to grasp the career development opportunities through development of human skills and knowledge. Career development consists of personal development efforts through a proper match between training and development opportunities with employee's need.

III) HRD Improves Employees Commitment

Trained and efficient employees are committed towards their jobs which is possible through HRD. If employees are provided with proper training and development opportunities, they will feel committed to the work and the organization.

IV) Enriching Job Satisfaction

When people in the organization are well oriented and developed, they show higher degree of commitment in actual work place. This inspires them for better performance, which ultimately leads to job satisfaction.

V) Creates Change Management

HRD facilitates planning, and management of change in an organization. It also manages conflicts through improved labor management relation. It develops organizational health, culture and environment which lead to change management.

VI) Creates Opportunities for Training And Development

Trainings and development programs are tools of HRD. They provide opportunity for employee's development by matching training needs with organizational requirement. Moreover, HRD facilitates integrated growth of employees through training and development activities.

VII) Develop Performance Improvement

HRD develops necessary skills and abilities required to perform organizational activities. As a result of which, employees can contribute for better performance in an organization. This leads to greater organizational effectiveness.

1.4.3 Similarities between HRM and HRD

In some organizations, training is a stand-alone function or department. In most organizations, however, training or human resource development is part of a larger human resource management system. Human resource management (HRM) can be defined as the effective selection and utilization of employees to best achieve the goals and strategies of the organization, as well as the goals and needs of employees. An important

point of emphasis is that the responsibility of the HRM is (or, at least, should be) shared by human resource specialists and line management. Some organizations have a centralized HRM department with highly specialized staff, but in other organizations, the HRM function is decentralized and conducted throughout the organization.

HRM can be divided into primary and secondary functions. Primary functions are directly involved with obtaining, maintaining, and developing employees. Secondary functions either provide support for general management activities or are involved in determining or changing the structure of the organizations. These functions are detailed below.

Hence HRM is the vast area/field which includes the HRD functions. Whereas HRD is the core function of the HRM. And also it is mainly focusing on the Training and development of the work force and development of the organizations.

Human resource management (HRM) deals with procurement, development, compensation, maintenance and utilization of human resources. HRD deals with efficient utilization of human resources and it is a part of HRM.

1.5 Elements of HRD

There are three fundamental component areas of human resource development (HRD):

  a) Individual development (Personal Development or Employee's Development),
  b) Career development (professional), and
  c) Organizational Development.

1.6 Objectives of HRD:

The prime objective of human resource development is to facilitate an organizational environment in which the people come first. The other objectives of HRD are as follows:

  a) Equity:
  Recognizing every employee at par irrespective of caste, creed, religion and language, can create a very good environment in an organization. HRD must ensure that the organization creates a culture and provides equal opportunities to all employees in matters of career planning, promotion, quality of work life, training and development.

  b) Employability:
  Employability means the ability, skills, and competencies of an individual to seek gainful employment anywhere. So, HRD should aim at improving the skills of employees in order to motivate them to work with effectiveness.

  c) Adaptability:
  Continuous training that develops the professional skills of employees plays an important role in HRD. This can help the employees to adapt

themselves to organizational change that takes place on a continuous basis.

1.7 Functions of HRD

HRD functions include the following:
   a) Employee training and development,
   b) Career planning and development,
   c) Succession planning,
   d) Performance appraisal,
   e) Employee's participation in management,
   f) Quality circles,
   g) Organizational Change and Development

1.8 Origin and Development of HRD

Although the term human resource development has been in common use since the 1980s, the concept has in vogue longer than that. To understand its modern definition, it is helpful to briefly recount the history of this field.
Early Apprenticeship Training Programs
The origin of HRD can be traced to apprenticeship training programs in the eighteenth century. During this time, small shops operated by skilled artisan produced virtually all household goods, such as furniture craft shop owners had to employ additional workers. Without vocational or technical schools the shopkeepers had to educate them and train their own workers. For little or no wages, these trainees, or apprentices, learned the craft of their master, usually working in the shop for several years until they became proficient in their trade. Not limited to the skilled trades, the apprenticeship model was also followed in the training of physicians, educators, and attorneys. Even as late as the 1920s, a person apprenticing in a law office could practice law after passing a state-supervised exam.
Apprentices who mastered all the necessary skills were considered "yeomen," and could leave their master and establish their own craft shops; however, most remained with their masters because they could not afford to buy the tools and equipments needed to start their own craft shops. To address a growing number of yeomen, master craftsmen formed a network of private "franchises so they could regulate such things as product quality, wages, hours, and apprentice testing procedures. These craft guilds grew to become powerful political and social forces within their communities, making it even more difficult for yeomen to establish independent craft shops. By forming separate guilds called "yeomanry," the yeomen counterbalanced the powerful craft guilds and created a collective voice in negotiating for higher wages and better working conditions. Yeomanries (Small Land lords) were the forerunners of modern labor unions.
Early Vocational Education Programs
In 1809, a man named DeWitt Clinton founded the first recognized privately funded vocational school, also referred to as a manual school, in New York City. The purpose of the manual school was to provide

occupational training to unskilled young people who were unemployed or had criminal records. Manual schools grew in popularity, particularly in the Midwestern states, because they were a public solution to a social problem: what to do with "misdirected" youths. Regardless of their intent, these early forms of occupational training established a prototype for vocational education.

In 1917, United States Congress passed the Smith-Hughes Act, which recognized the value of vocational education by granting funds (initially $7 million annually) targeted for state programs in agricultural trades, home economics, industry, and teacher training. Today, vocational instruction is an important part of each state's public education system. In fact, given the current concerns about a "skills gap" (especially for technical skills), vocational education has become even more relevant.

Early Factory Schools

With the advent of the Industrial Revolution during the late 1800s, machines began to replace the hand tools of the artisans. "Scientific management" principles recognized the significant role of machines in better and more efficient production systems. Specifically, semiskilled workers using machines could produce more than the skilled workers in small craft shops. This marked the beginning of factories as we know them today.

Factories made it possible to increase production by using machines and unskilled workers, but they also created a significant demand for the engineers, machinists, and skilled mechanics needed to design, build, and repair the machines. Fueled by the rapid increase in the number of factories, the demand for skilled workers soon outstripped the supply of vocational school graduates. To meet this demand, factories created mechanical and machinist training programs, which were referred to as "factory schools."

The first documented factory school was located at Hoe and Company, a New York manufacturer of printing press in 1872. This was soon followed by Westinghouse in 1888, General Electric and Baldwin Locomotive in 1901, International Harvester in 1907, and then Ford, Western Electric, Goodyear, and National Cash Register. Factory school programs differed from early apprenticeship programs in that they tended to be shorter in duration and had a narrow their focus on the skills needed to do a particular job.

Early Training Programs for Semiskilled and Unskilled Workers

Although both apprenticeship programs and factory schools provided training for skilled workers, very few companies during this time offered training programs for unskilled or semi-skilled workers. This changed after two significant historical events. The first was the introduction of the Model T by Henry Ford in 1913. The Model T was the first car to be produced on a large scale using an assembly line, in which production required only the raining of semiskilled workers to perform several tasks.

The new assembly lines cut production costs significantly and Ford lowered its prices, making the Model T affordable to a much larger segment of the public. With the increased demand for the Model T, Ford had to design more assembly lines, and this provided more training

opportunities. Most of the other automobile manufacturers who entered the market used assembly line processes, resulting in a proliferation of semiskilled training programs.

Another significant historical event was the outbreak of World War I. To meet the huge demand for military equipment, many factories that produced non - military goods also had to retool their machinery and retrain their workers, including the semi skilled. For instance, the U.S. Shipping Board was responsible for coordinating the training of shipbuilders to build warships. To facilitate the training process, Charles Allen, director of training, instituted a four-step instructional method referred to as "show, tell, do, check" for all the training programs offered by the Shipping Board. This technique was later named as job instruction training (JIT) and is still in use for training many workers on the job.

The Human Relations Movement

One of the undesirable by-products of the factory system was the frequent abuse of unskilled workers, including children, who were often subjected to unhealthy working conditions, long hours, and low pay. The appalling conditions spurred a national anti-factory campaign. Led by Mary Parker Follett and Lillian Gilbreth, the campaign gave rise to the "human relations" movement advocating more humane working conditions. Among other things, the human relations movement provided a more complex and realistic understanding of workers as people instead of merely "cogs" in the wheel of a machine.

The human relations movement highlighted the importance of human behavior on the job. This was also addressed by Chester Barnard, the president of New Jersey Bell Telephone, in his influential 1938 book the functions of the Executive. Barnard described the organization as a social structure integrating traditional management and behavioral science applications.

Recent Developments

Recent decades have focused on the demands for technical personnel, responses to the new legislation and regulatory framework of the government, increased concern for the quality of working, Total Quality Management (TQM), and a renewed emphasis on productivity. The term HRD has been growing at a very fast pace in the recent past. But the formal introduction of the concept was done by Prof. Len Nadler in 1969 in American Society for Training and Development Conference. In India, it Larsen and Toubro ltd was the first company to design and implement this concept in 1975 among the private sector companies with an objective of facilitating growth of employees, especially people at the lower levels. Among the public sector government company, it was BHEL which introduced this concept in 1980. The development of human resources in UK and USA was largely voluntary. But in India, it emerged because of governmental interventions and compulsions. It focuses the developmental aspects of human resources with a pragmatic and a flexible approach. The intended purpose of HRD efforts is to gain a competitive advantage in the market place through a superior workforce. There are several trends from which the concept of HRD has emerged. Let us look into those trends more

closely by examining the transformation of personnel function from one stage to another in a chronological sequence.

The 1980s saw even greater changes affecting the T&D field. At several ASTD national conferences held in the late 1970s and early 1980s, discussions centered on this rapidly expanding profession. As a result, ASTD approved the term human resource development to encompass this growth and change. Books by individuals such as **Leonard and Zeace Nadler** appeared in late 1980s and early 1990s, and these helped to clarify and define the HRD field. Further, in the 1990s and up to today, efforts have been made to strengthen the strategic role of HRD, that is, how HRD links to and supports the goals and objectives of the organization.

There was also an emphasis within ASTD (and elsewhere) on performance improvement as the particular goal of most training and HRD efforts, and on viewing organisations as high performance work systems. In 2004, ASTD had approximately 70,000 members in over 100 countries, and remained the leading professional organization for HRD professionals. Recent emphasis on HRD (and within ASTD) will be discussed more in the following sections. First it would be helpful to discuss the relationship between human resource management and HRD.

1.9 SUM UP

Human Resource Development is a system of developing in a continuous and planned way the competencies of individual employees, dyadic groups (supervisor and subordinate), teams and the total organization to achieve organizational goals. Human resource development can be defined as a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands. The evolution of human resource development includes apprenticeship training programs, vocational education programs, and factory schools, training programs for semiskilled and unskilled workers, human relations movement. In most organizations, however, training or human resource development is part of a larger human resource management department.

1.10 UNIT- END EXERCISES

1. Identify the importance of HRD practice based on knowledge and experience.
2. Portray the Origin of HRD in India.
3. What are the functions of HRD?
4. What are importances of HRD program?

1.11 ANSWER TO CHECK YOUR PROGRESS

1. HRD is refers to an organization's focus on improving the knowledge, ability, skills, and other talents of their employees.

2. HRD is as a theory is a framework for the expansion of human capital.
3. The development of HRD is starts with ASTD Conferences in India.
4. HRD starts with Skilled and semi-skilled activities in USA.

1.12 SUGGESTED READINGS

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UNIT - II APPROACHES TO HRD

Structure

2.1 INTRODUCTION

The origin of Human Resources Development is travelled with the Industrial Development of any country; perhaps it promotes wide development not only to the Individual but also to the company, state, nations and World. In this unit discussing that how the HRD is evolved by various approach and dimensions in detail. The learners has to do with some case studies in line with the approaches which is discussing in this unit for their personal learning and grooming to be HRD practitioner in their field.

2.2 Different Approaches to HRD

The concept of management was not clear till about mid of 20th century. There was a contrast between the thinkers. However, Classical approach of management which propagated Scientific Management and General Administrative Theory was a fabulous development. This followed an intensive research work undertaken by Elton Mayo which is known as Hawthorne studies. It was followed by more recent concepts of Operations Research, process management, systems approach, total quality management and last but not the least the contingency approach. In this chapter let us study various theories as the management progressed.

2.2.1 Human Capital Approach

In economic terms, Human Resource Development in the early years (1950s & 1960s) was equated with human capital formation, Even this was recognized only after the economists in the early years pointed out the importance of human capital. Human capital consists of various activities. Schultz analyzed five areas relating to health, on-the-job training, formal education, adult literacy programme and migration.

Becker's (1993) classic book, Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education (1993), illustrates this domain. Becker implores the reader, "I am going to talk about a different kind of capital, Schooling, a computer training course, expenditures on medical care, and lectures on the virtues of punctuality and honesty are capital too, in the true sense that they improve health, raise earnings, or add to a person's

appreciation of literature over a lifetime. Consequently, it is fully in keeping with the capital concept as traditionally defined to say that expenditures on education, training, and medical care, etc., are investments in capital". These are not simply costs but investments with valuable returns that can be calculated.

Human capital Approach: HRD must add short- and long-term value from investments in the development of knowledge and expertise in individuals and groups of individuals.

Human capital approach is considered the branch of economics most applicable to HRD. While Theodore Schultz's (1961) address to the American Economic Association was the first presentation of research on the return-on-investment in human capital, Gary S. Becker is generally credited as the leading developer of human capital theory. Classical economic theory considers labor as a commodity that can be bought and sold. Because of the negative connotations associated with the exploitation of labor by capital, it is understandable that human capital theory is still suspect in some circles. However, unlike the meaning traditionally Associated with the term labor, human capital refers to the knowledge, expertise, and skill one accumulates through education and training. Emphasizing the social and economic importance of human capital theory, Becker (1993) quotes the economist Alfred Marshall's dictum that "the most valuable of all capital is that invested in human beings" (p. 27). Becker distinguishes firm-specific human capital from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in sales and marketing, or expertise in human resource management. Regardless of the application, Becker considers education and training to be the most important investments in human capital. Figure 5.5 presents the key relationships in human capital theory and the assumptions underlying these relationships. Key relationships and assumptions of human capital theory are represented in Figure 5.5 by the numbered brackets 1, 2, and 3.

➢ Relationship 1 represents the concept of production functions as applied to education and training. The key assumption underlying this relationship is that investments in education and training result in increased learning. Relationship 1 includes the human capital variables assessed using cost effectiveness analysis.

➢ Relationship 2 represents the human capital relationship between learning and increased productivity. The key assumption underlying this relationship is that increased learning does, in fact, result in increased productivity.

➢ Relationship 3 represents the human capital relationship between increased productivity and increased wages and business earnings. The key assumption underlying this relationship is that greater productivity does, in fact, result in higher wages for individuals and earnings for businesses. An equally important human capital relationship represented by relationship 3 is that between the citizenship processes affected by education (e.g., community involvement, voting) and enhanced social efficacy.

➢ The entire human capital continuum represented in Figure 5.5 (i.e., all the bracketed relationships as a single continuum) is assessed using return on-investment analysis or cost–benefit analysis.

Several key concepts from economics and human capital theory are apparent in the practices and context of HRD. In this following section, these concepts are briefly reviewed and applied to HRD. This exposition reveals many of the core values and principles espoused by economics.
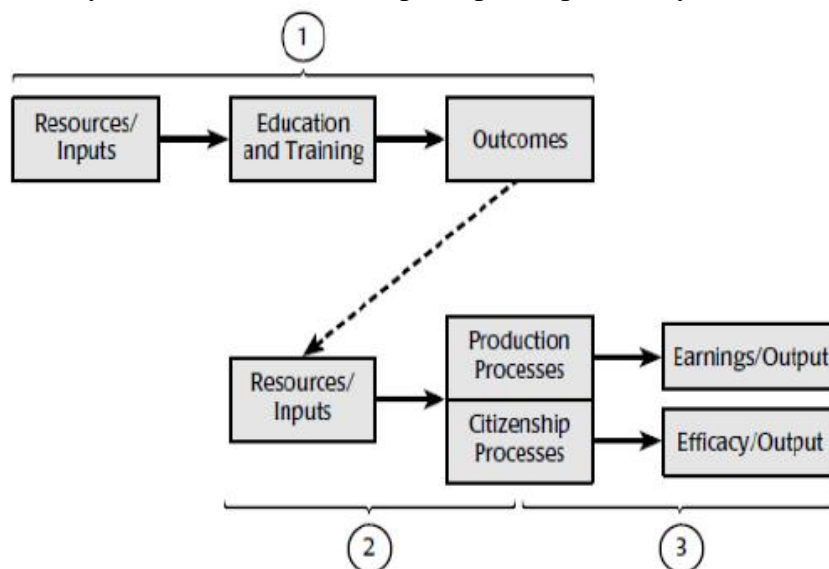
A Model of Human Capital Theory

Macroeconomic Theory

Macroeconomic theory addresses the aggregate performance of an entire economy or economic system (e.g., the European economy or world economy). Macroeconomics is concerned with fiscal and monetary policy and the interaction of major determinants of economic developments such as wages, prices, employment levels, interest rates, capital investments, the distribution of income, and other factors. It is contrasted with microeconomics, which focuses on the individual consumer, family, or firm and the determinants of each of these factors (i.e., wages, interest rates) in particular. Human capital theory has both macroeconomic and microeconomic implications for HRD in important areas. Work force development on a regional or national level is what economists might call "human capital deepening" on a macroeconomic scale. The increased value of human capital derived from workforce development is likely to influence productivity, wages, prices, and other factors at an aggregate level of the economy. Conversely, the decisions made by HRD professionals in organizations are microeconomic in scope—that is, they influence the economic performance of individual firms, groups, or members.

Supply and Demand

The supply of, and demand for, education and training affects the competitive position of organizations such that HRD's role becomes central to the organization's long-term viability. Classical economics posits that, on average, scarce resources are more valuable than plentiful

resources. Although developed independent of economic theory, Wright, McMahan, and McWilliams's (1994) resource-based view of the firm is based on the concept of supply and demand. They suggest that human resources, and HRD in particular, substantially increase the competitive position of the firm because they enhance the value of the firm's human resources in ways that are (1) rare, (2) inimitable, (3) valuable, and (4) non substitutable. Indeed, it is difficult or impossible to compete with firms whose greatest assets are embedded in their people (Barney, 1991).

Elasticity of Demand

This concept is an elaboration of the popular economic concept of supply and demand. Elasticity of demand indicates the degree of responsiveness of the quantity of a product or service demanded by consumers to changes in the market price of the product or service. Elastic demand exists when a price reduction leads to a substantial increase in demand for the product or service (and an increase in total revenue despite the price cut). Inelastic demand exists when a price reduction leads to a decrease in total revenue despite the price cut. Elastic demand is said to exist for some leisure- and recreation-related goods (e.g., airfares, vacation cruises, resort rates). Inelastic demand is said to exist for gasoline prices, railroad service, and certain necessities (e.g., foods, medicine) for which acceptable substitutes are unavailable.

The elasticity of demand for HRD can be viewed in a number of contexts. For example, how elastic is the demand for education/training when its cost increases relative to the cost of alternative activities in the workplace (e.g., attend training vs. remain on the job)? Will attendance or support for an HRD intervention increase, despite its increased cost, if the intervention is perceived as crucial to organizational growth or survival (e.g., an organization development or performance improvement effort)? To what degree does the availability of substitutes for HRD (e.g., outsourcing, other non-HRD interventions) influence the elasticity of demand for HRD?

Opportunity Costs

Opportunity costs are the value of opportunities foregone due to participation in a given project or intervention. By electing a particular course of action among alternatives, one necessary foregoes the opportunities offered by the alternatives. Human capital theory involves opportunity costs at several levels of HRD practice. At the individual level, participation in HRD, especially during normal working hours, incurs the opportunity costs associated with lost productivity on the job. This opportunity cost has traditionally been a major source of management reluctance to support certain types of HRD. Similar opportunity costs are involved at the group or department level when work activities are foregone to participate in HRD. At the organization level, the value of opportunity costs is necessarily higher, just as is the value of increased human capital, when applied across the organization. Opportunity costs are the flip (and sometimes unnoticed) side of the benefits of HRD.

Agency Theory

Agency theory derives from a branch of organization theory concerned with reconciling the behavior of self-interested individuals with conflicting goals within a larger organizational context where collaboration among

individuals is sought. Levinthal's (1988) agency theory proposes that principals (i.e., owners) monitor performance of agents (i.e., employees) and use incentives such that employees work to achieve the principal's goals in spite of their own self-interests. Given discretion in the direction and degree of investments in human capital, agency theory suggests that principals are far more likely to promote firm-specific human capital over general-purpose human capital, which increases the ease with which employees can move to other firms.

Production Functions

Production functions are the technical or physical relationships between the inputs and outputs in a value-added process. With respect to education and training investments in human capital, we wish to know the precise inputs (resources) that enter the production process (e.g., education, training), the precise relationship between factors within the production process, and the outputs (benefits) that result from these production processes in education (Lewis, 1977). The production function for education is represented as relationship 1. Production functions in HRD are represented by the training options of in-house development versus vendor training, traditional versus technology-based training programs, the level of involvement and role of supervisors and managers in HRD programs, and other alternatives that are available for accomplishing HRD outcomes.

Screening Theory of Education

The screening theory of education suggests that, as opposed to affecting the productivity increases espoused by human capital theory, education serves a screening function in which individuals are ranked by ability, achievement levels, and grading. Any productivity gains apparent from education are, therefore, a function of the traits of those being educated, not a product of the education process. Some evidence exists in support of the screening theory of education (Stiglitz, 1975). The implications of this theory extend to HRD in that HRD might also be seen as a screening activity and thus perceived as providing little or no developmental value. HRD might be viewed as a screening process for promotion, transfer, or other personnel action. In addition to these key human capital concepts, several economic realities facing the organizations served by HRD should influence the development of a theory base robust enough to support and extend HRD research and practice:

➢ The most frequently used measures in organizations, of any sort, are financial measures.

➢ HRD professionals are reluctant to express their work in financial terms, even though their organizations are financially driven.

➢ Efficiency is a universal value, not limited to economics. Efficiency is simply a ratio of the optimal level of accomplishments relative to the effort and resources required to achieve them.

2.2.2 SOCIAL PSYCHOLOGICAL APPROACH

David McClelland in his book "The Achieving Society", published in 1961, examined the factors contributing to the economic development of various countries in the early 20th Century and even in the ancient history. Based on his analysis on the children stories and other popular literature of these countries, he concluded that the countries that have advanced

economically, showed evidence of achievement motivation (i.e., a concern to achieve something of excellence, uniqueness or something different than anything before and to do better than before), in their language and culture, His analysis suggests that the degree of challenges offered by the environment, child-rearing practices in the family, interaction patterns of parents with their children, interacting factors associated with religion and social class and core-religious and a social values, all influence achievement motivation, which in turn influence economic development (McClelland, 1961)

Within psychology, Swanson (1998a) proposes three foundational psychological theories: Gestalt, behavioral, and cognitive psychology. The Following figure summarizes these three foundational theories and selected contributions to the discipline of HRD.

Foundational Psychological Theories and their contribution to HRD

Foundation Theory	Representative Theorists	Contributions to HRD
Gestalt	Wertheimer, Kofka, Kohler, Lewin	• Focus on the whole person • Holistic view of organizations and individuals
Behaviorism	Watson, Pavlov, Thorndike	• How external environments affect human behavior • Reward and motivation systems • Goal setting
Cognitive	Piaget, Bruner, Tolman	• How humans process information • Foundation for instructional design • How humans make meaning of their experiences

Relationship to Other Core Theories of HRD

Swanson (1998) also proposes that the other two foundation theories of HRD are economics and system theory. Yet unresolved is the relationship between psychology and the other two core domains. While there may be many micro level linkages, at the macro level possible relationships are as follows:

➢ Behaviorism provides the link between psychology of the individual and economic theory. One of behaviorism's strengths is its emphasis on external rein-forcers of human behavior. Human behavior within organizations is deeply affected by organizational performance goals as represented by individual performance criteria and associated rewards. This performance system is largely economic, as described by Torraco (1998). Behaviorism provides

the theoretical linkage between the external performance system and individual behavior.

➢ Gestalt psychology is primarily concerned with the integration of the parts of the self into the whole person. Conceptually, this is the same contribution that system theory makes to understanding organizations the focus on the whole and the interaction of the parts, rather than reducing it to just its parts. In addition to helping the HRD profession focus on the whole person, the emphasis on holism also logically leads to a holistic view of the person embedded in the organizational system.

➢ Cognitivism is primarily focused on the self. Cognitive psychology explains how individuals make meaning of what they experience. It emphasizes that individuals are not simply influenced by external factors but make decisions about those influences and their meaning. In the constellation of psychological theories relevant to HRD, it is cognitive psychology that exclusively focuses on the internal processes of individuals. It helps explain how people learn and how they make sense of the organizational system.

Emerging Foundational Theories of Psychology

There is little question that, of the well established foundation theories in psychology, these three are the appropriate ones. Others, such as functionalism and psychoanalytic theory, simply do not fit. That said, two other emerging psychological theories point out possible weaknesses in this scheme and offer possible theoretical solutions.

Individual Growth Perspective

None of these three theories fully recognizes the potential that humans have to expand and develop capabilities well beyond those immediately apparent. Gestalt psychology comes closest but still is focused primarily on how people perceive, think, and learn in the here and now (Hunt, 1993). It still leaves unexplained the human processes that underlie the motivation to grow and develop. It is this potential for growth and expansion of human capabilities that undergirds human capital theory in economics. Humanistic psychology is still a somewhat loosely formed movement that views humans as self-actualizing, self-directing beings. It is one of the roots for much of adult learning theory (Knowles, Holton, & Swanson, 1998). Two of its most recognizable names are Carl Rogers and Abraham Maslow. While still not as theoretically "tight" as behaviorism or cognitivism, it nonetheless makes contributions in explaining individuals' motivation and potential. A core presumption of some HRD models is that employees have intrinsic motivation to grow. While some growth can be explained from the behavioristic notion that people grow to seek organizational rewards, a strictly behaviorist view of this phenomenon is much too limited. The three psychological theories proposed earlier (Gestalt, behaviorism, and cognitive) may fall short in supporting HRD's position that humans are capable of reaching far higher potential, justifying long term investment to build expertise.

Social System of Organizations

A second area of concern is whether these three psychological theories, along with system theory and economic theory, provide adequate theory to account for individuals within the social system of organizations. Organization development specialists are particularly focused on elements of the social system such as organizational culture, power and politics, group dynamics, intergroup communication, and how these social systems change (Cummings & Worley, 1997). The question is whether the core theories proposed provide an adequate foundation to understand the individual within the organizational social system. It is these very concerns that have led to the emergence of social psychology, which studies interactions between people and groups. It, too, is seen by some as an eclectic discipline lacking any unifying theory (Hunt, 1993), while others are more generous in describing it as still emerging in its theoretical base (Brennan, 1994). In some respects, social psychology is much like HRD, building on other theories while creating a new theory of its own. Wiggins, Wiggins, and Vander Zanden (1994) define social psychology as "the study of behavior, thoughts, and feelings of an individual or interacting individuals and their relationships with larger social units". According to them, social psychology consists of four theoretical streams, the first two from psychology and the second two from sociology:

- Behavioral perspective-social learning and social exchange theory
- Cognitive perspective-field theory, attribution theory, and social learning of attitudes.
- Structural perspective-role theory, expectation states theory, and postmodernism.
- Interactionist perspective-symbolic interaction theory, identity theory, and ethno methodology.

Frankly, to offer it more as a "placeholder" than with certainty that it is a foundational theory. What social psychology emphasizes, and which seems lacking in this HRD discipline model, is some theory base that defines the social system of an organization. There are deep roots in some aspects of HRD that have relationships with social psychology. For example, social psychologist Kurt Lewin's force field theory is a core model for organizational change and development. Social psychology also focuses on humans in groups, which is clearly a major issue in HRD. If social psychology is not the correct foundational theory, then we must identify a component that provides a base for HRD's work in the social systems of organizations. In summary, Kuhn (1970) cautions us that the emergence of new theory is rarely an orderly or quick process. While both humanistic and social psychology lacks the conceptual clarity of cognitivism, behaviorism, and Gestalt psychology, they emerged to fill the need to explain human phenomena that the others did not adequately explain. The question for HRD to debate is whether these same holes are important considerations for HRD theory. If so, then these two emerging areas of psychology or some other theory should be carefully considered.

2.2.3 POVERTY ALLEVIATION APPROACH

A more recent approach to human development is poverty alleviation, a key focus of the World Development Report of 1980. This acknowledged

the improvement that had taken place in some countries. However, it also identified the existing problems and argued that investments in human development are necessary to help the poor to help themselves. Significantly, and in contrast with the earlier approaches, the case meant for human development is primarily an economic one. Rather, the less hunger, fewer child-deaths and a better chance of primary education are almost universally accepted as important ends in themselves (World Bank 1980)

As per the Report of the World Bank (1980), this approach suggests that involvement of state is needed for development of people and reduction of poverty in an economy. It identified investments that needed to be done for equipping the poor to become self-sufficient. This approach was a step forward in recognizing economic role that human development could play. It further established the importance of developing human competence for poverty alleviation leading to economic development.

The evidence is now overwhelming that increasing the human capital of the poor is one of the keys to reducing poverty. The capacity to earn income is clearly a major factor in lifting families out of poverty order to earn income, however, people need health, strength, arid education. Thus, investing in the poor is vital to ensure that they participate fully in the growth of the economy and that they can be productive members of society Over the last decade, the Bank's lending for human capital development has increased more than fivefold in nominal term. In the period fiscal 1981 to averaged 5 percent of lending. By fiscal 95, it equaled 16 percent of lending. In fact, the Bank is now the largest external provider of resources for social investment in the developing world. Basic education is a key element in developing the human capital of the poor, and three areas are particularly crucial in the Bank's efforts to help poor children: early childhood development, primary education, and education for girls,

Early childhood development:

By the time a child is four or five years old, his or her major developmental patterns are already set. Thus integrated interventions that aim to improve a child's health and nutrition can have a lasting, positive effect Early childhood development is a relatively new theme for the Bank, but an increasing number of Bank-supported projects are addressing this issue. Between 1990 and 1995, the Bank lent approximately US$775 million for components in projects that integrated health, nutrition, and early Child Care Services.

Primary Education:

A fundamental level of education is essential to reduce both individual and country wide poverty. Although many studies have demonstrated the strong links between education and an individual's income, more evidence is now emerging that links education and a country's economic growth. Educating the children of the poor greatly increases their chances of escaping poverty. Between 1993 and 1995 the Bank's support for primary education as a proportion of its total education lending grew from 34 percent of total education lend brig to 45 percent. The Bank has also increasingly used its education lending to rationalize postsecondary and higher education spending and to reallocate resources towards basic edu-

cation. A major policy message behind the Bank's lending has been that supporting primary education is not just about increasing enrollment rates but also about improving the quality of the Schooling provided. For example, the Basic Education Project in Honduras aims to improve the quality of basic education, especially for children in the poorest rural communities—and one of the target populations is indigenous children.

Educating Girls

Educating girls has a powerful, catalytic effect on every dimension of development, from lowering fertility rates to raising productivity and improving environmental management. it has become increasingly clear that educating women has an enormous impact on their well-being and productivity as well as on that of their families- World Development Report 1993 on health found that, in [Africa, for example, increasing female literacy by 10 percent could lower infant mortality by 10 percent.

2.2.4 WORLD DEVELOPMENT CONTEXT

As an outcome of the involvement of developed nations in HRD functions, it could be viewed as HRD must be accepted as a part of the overall HRM function and not as a cost burden to increase the organization's effectiveness. In order to erase this negativity, a philosophy that is people oriented must be adopted.

In order to achieve organizational goals in an effective and efficient manner, HRD should focus on the following:

- a. Developing people's philosophy
- b. Monitoring HRD mechanism
- c. Encouraging HRD climate
- d. Working with unions
- e. Conducting organizational environment surveys.

In a nutshell, World Development can be said that since people are the most valuable resources for an country or organization, their development motivates them as well as makes them capable of performing well, at any point of time or situation. On the other hand, neglecting the same would result in obsolescence of their abilities.

World Development context started with the contributions made by the management philosopher like Peter Drucker, Elton Mayo, Abraham Maslow, F.W. Taylor and others. We could visualize some of the outcomes here..,

ORGANIZATION STRUCTURE

Drucker always advocates for the parallel growth of second line managers because whenever the existing managers vacate their offices, organizations should not suffer from the non- availability of experienced managers, if there is gap, it is detrimental to the performance of the organization.

ORGANISATION CHANGE

Futher Drucker has forecasted that organizations facemany changes because of rapid social and technological changes. Hence dynamic organization structures are essential than static and bureaucratic structures.

FEDERALISM

Federalism means centralization of control and decision making in decentralized structure. Drucker has felt the need for close links between

the decisions adopted by the top management on the one hand and by autonomous unit on the other hand.

 Other Approaches to HRD
1. **Queen Bee Approach**: In this approach one particular individual utilizes all available resources for his own development.
2. **Brahmanic Approach**: Wherein ail resources are primarily used up for developing an elite group or sections of the organization.
3. **Inputs Approach**: It regards HRD as a mathematical equation of an assigned input and corresponding output in a mechanistic manner?
4. **Automation Approach**: It believes that HRD efforts can be oversimplified and rationalized with creation of ability to work with computers and modern technology?
5. **Motivational Approach:** It regards HRD as a means of motivation to all the employees for greater productivity and efficiency?
6. **Creative Approach**: It insists on creativity and innovations as the main focus of HRD efforts.

2.3 SUM UP

Human Resource Development is vital to organizations as it helps to improve business performance through the development of workforce, and directing and improving abilities and skills through activities planned to improve organizational learning.

Management is enlisting core and peripheral concepts of managing the people and institutions. This chapter had given idea to understand the different approaches to HRD in a in depth manner to handle such functions. So the future managers need to understand all such concepts which are discussed in this course material so that the learner can chose the title for the research study in HRD as a part of this curriculum described by the Alagappa University. So the learners can go through every chapter and its units in a comprehensive manner to understand the concepts and descriptions in a better way.

2.4 UNIT- END EXERCISES

1. Illustrate the Human Capital Approach to HRD..
2. What is the Scope of HRD as per Human Capital Approach?
3. What is Cognitivism and state its importance in HRD?
4. How does Behaviorism helping out to develop the Human Resources
5. How does the Poverty alleviation approach helpful to Indian Companies?
6. Point out the importance of World Development Context of HRD?

2.5 ANSWER TO CHECK YOUR PROGRESS

1. Elasticity of demand indicates the degree of responsiveness of the quantity of a product or service.
2. It is concerned with fiscal and monetary policy and the interaction of major determinants of economic developments such as wages, prices, and employment levels.
3. The report indicates that involvement of state is needed for development of people and reduction of poverty in an economy.
4. Becker distinguishes firm-specific human capital from general-purpose human capital.

2.6 SUGGESTED READINGS

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UNIT - III CHALLENGES OF HRD

Structure

3.1 Introduction
3.2 Challenges of HRD
    3.2.1 Employee Obsolescence
    3.2.2 Socio Technical Changes
3.3 Overcome the Challenges
3.4 Sum up
3.5 Unit- End Exercises
3.6 Answers to check your progress
3.7 Suggested Readings

3.1 INTRODUCTION

Managing the human resource in an organization is not an easy task for the people; If only know the process of handling them is a trouble-free task to the managers of the any organization. As an outcome of this work, the managers are heavily paid by the management of the organization. For understanding the human resource to manage effectively is requires hectic task of the any individuals to rule over the human resources. Human Resource Development (HRD) is a dynamic approach to training and developing the skills, talents and behavioral attributes of the people in any organization for crating them as a better source of the organization. Training components are considered to be a key resource in this approach. It is concerned with the techniques, methods and processes are the various elements of HRD Programmes.

Most of the organizations are keeping this functions is under the HR management activities. So they are not equipping with that much expected skills for developing the human resources at the point of time. So they either depending on other expertise or outsourced such function to the third parties nowadays. It's necessary to point out here that every manager should have some common skills for developing the personnel based on the target of the company. But it's very tuff time for all the managers without knowing any paradigms of HRD. This Chapter mainly focusing the challenges faced by the HRD practitioner and it's overcome. The learners are requested to read all the subjects discussed in this chapter and draw the attention by comparing with any company which is known to the learner.

3.2 CHALLENGES OF HRD

Human Resource Development is mainly concerned with developing the personnel to meet the company's goals, targets and objectives. For attaining this there are several challenges to come across by the professional to reap the outputs. The faced challenges of the HRD professionals are categorized into the following..,

> ➤ Employee Obsolescence
> ➤ Socio Technical Changes

3.2.1 Employee Obsolescence

Due to long drain in the physical power of the individual the company, HRD executive personnel are facing so many problems for not attaining expected targets from the drained personnel. It's quite common for all the professions. So by the years, the employees are facing obsolescence which makes negative growth, loss and it leads to burden to the company. Obsolescence results when an employee no longer possesses the knowledge or abilities needed to perform successfully. It may results from a person's failure to adapt to new technology, new procedures and other changes. The more likely environment changes, more likely employees will become obsolete. Every employee is having ample of treasure with in him/her. The company has to induce them to bring them out. It's not a easy task.

The **Webster Dictionary** defined that obsolescence is the process of becoming obsolete or the condition of being nearly obsolete. From the definition we could understand that obsolescence is not up-to- date or outdated skills of the employee. It can be the gradual obsolescence of machinery or reduced to obsolescence of the personnel or the planned obsolescence of industry.

According to **Chaudhary P and K.G. Agrawal.** "Obsolescence is the degree to which organizational professionals lack the up-to-date knowledge or skills necessary to maintain effective performance in either their current or future work roles." Thus, he has identified three main characteristics of obsolescence.

The international standard of Obsolescence Management - Application Guide (EN62402) defines obsolescence as being the "transition from availability of products by the original manufacturer or supplier to unavailability".

A key factor that causes obsolescence is a shift in technology or product design. When new components come to market, older parts become less useful and are usually designed out of a product or the manufacturing process. Likewise, rapidly changing technology in equipment also causes obsolescence.

Obsolescence refers to a state of being no longer useful or limited in use, old-fashioned or that which can be easily dispensed with or discarded. Just like obsolete tools and equipment, employees also get obsolete

Obsolescence results when an employee no longer possesses the knowledge or abilities needed to perform successfully. It may results from a person's failure to adapt to new technology, new procedures and other changes. The more likely environment changes, more likely employees will become obsolete.

Causes of obsolescence

1. Monotonous in work
2. Not interested in existing work environment
3. Lack of training exposures
4. Hectic work load and work pressure

5. Inaccurate Forecasting of the manpower. Bad forecasting of consumer demand means you risk will end up with excess stock. ...
6. Poor Product Quality or Design. Poor quality or design occurs when a product does not meet the expectations of its customers. ...
7. Inadequate Manpower Inventory Management System. ...
8. Utilized the manpower without break system or leave.
9. Uncaring the workforce
10. Lack of labour welfare measures.
11. Eventual red tapism .
12. Devastating human resources in various levels or some cases they are treated as inhumane.

Obsolescence frequently occurs because a replacement has become available that has, in sum, more advantages compared to the disadvantages incurred by maintaining or repairing the original. Obsolete also refers to something that is already disused or discarded, or antiquated.

Rationale for Employee Obsolescence

The employee Obsolescence frequently occurs because a replacement has become available that has, in sum, more advantages compared to the disadvantages incurred by maintaining or repairing the original. Obsolete employee obsolescence also refers to something that is already disused or discarded, or antiquated. The other rationales are follows..,

1. Lack of accurate Man Power planning
2. Outdated Manufacturing Process or design
3. Substandard Material
4. Defects in the existing system or chain of manufacturing
5. Not clear hierarchy or organizational design
6. Abrupt policy or Not appropriate policy adopted
7. Insufficient funds to manage
8. Skip in the not prioritized one.
9. Giving more focus in the unneeded one.
10. Not Concentrating in brand image or quality

Planned obsolescence, or built-in obsolescence, in industrial design and economics is a policy of planning or designing a product with an artificially limited useful life, so that it becomes obsolete (i.e., unfashionable, or no longer functional) after a certain period of time.

Skill obsolescence is the 'degree to which professionals lack the up-to-date knowledge or skills necessary to maintain effective performance in their current or future work roles' (Kaufman, 1974).

Avoiding obsolescence or minimizing its costs can be accomplished through actions in planning and programming; design; construction; operations, maintenance, and renewal; and retrofitting or reuse of a facility (throughout the facility life cycle).

Separate from physical deterioration, the FIVE primary type of obsolescence are identified as follows:

1. Technological Obsolescence.
2. Functional Obsolescence.
3. Legal Obsolescence.
4. Style/Aesthetic Obsolescence.
5. Economic Obsolescence.

Technical obsolescence

Technical obsolescence usually occurs when a new product or technology supersedes the old one, and it is preferred to use the new technology instead. Historical examples of new technologies superseding old ones include bronze replacing flint in hand-tools, DVDs replacing videocassettes, and the telephone replacing the telegraph. On a smaller scale, a particular product may become obsolete when a newer version replaces it. Many products in the computer industry become obsolete in this manner. For example, central processing units (CPUs) frequently become obsolete in favor of newer, faster units. Singularly, rapid obsolescence of data formats along with their supporting hardware and software can lead to loss of critical information, a process known as digital obsolescence.

In many cases, a new technology does not totally replace the old technology because the old technology is still useful in certain applications. For example, transistors replaced vacuum tubes in TV and radio receivers in the 1960s, but vacuum tubes were still used for powerful transmitters because transistors for these power levels were not available. Even today, one has to use multiple transistors for a purpose that used to require just one tube.

Products may also become obsolete when supporting technologies are no longer available to produce or even repair a product. For example, many integrated circuits, including CPUs, memory and even some relatively simple logic chips may no longer be produced because the technology has been superseded, their original developer has gone out of business or a competitor has bought them out and effectively killed off their products to remove competition. It is rarely worth redeveloping a product to get around these issues since its overall functionality and price/performance ratio has usually been superseded by that time as well.

Some products become technologically obsolete due to changes in complementary products which results in the function of the first product being made unnecessary. For example, buggy whips became obsolete when people started to travel in cars rather than in horse-drawn buggies.

Functional obsolescence

Items become functionally obsolete when they can no longer adequately perform the function for which they were created. For example, while one could theoretically adapt an Avro Lancaster to deploy modern JDAM bombs, the situations in which it could actually succeed at doing so against modern air defenses would be so few that it would be essentially useless.

Manufacturers and repair companies will typically cease support for products once they become obsolete as keeping production lines in place and parts in storage for a shrinking user base becomes unprofitable. This causes scarcity of spare parts and skilled technicians for repairs and thus escalates maintenance costs for obsolete products. This ultimately leads to prohibitive expense in keeping old technology functioning.

Architectural obsolescence or Design Obsolescence

The term "obsolescence" was first applied to the built environment in 1910 in an attempt to explain American skyscrapers' sudden loss of value. New

York engineer Reginald P. Bolton attributed this phenomenon to "something new and better out-competing the old" and calculated the average architectural lifespan of varying building types in order to formulate a rough estimate for their impending obsolescence. For example, he suggested that hotel's obsolescence will occur faster than banks due to their ever-changing functions and tastes.

Planned obsolescence

Sometimes marketers deliberately introduce obsolescence into their product strategy, with the objective of generating long-term sales volume by reducing the time between repeat purchases. One example might be producing an appliance which is deliberately designed to wear out within five years of its purchase, pushing consumers to replace it within five years.

Style obsolescence

When a product is no longer desirable because it has gone out of the popular fashion, its style is obsolete. One example is flared leg jeans; although this article of clothing may still be perfectly functional, it is no longer desirable because style trends have moved away from the flared leg cut.

Because of the "fashion cycle", stylistically obsolete products may eventually regain popularity and cease to be obsolete. An example is "acid-wash" jeans, which were popular in the 1980s, became stylistically obsolete in the mid to late 1990s, and returned to popularity in the 2000s.

Economic obsolescence

Finally, company-specific skills obsolescence occurs when workers have change jobs due to adverse economic conditions in the firm they work in. This reallocation process may cause firm-specific skills to depreciate. Different types of skills obsolescence are caused by different risk factors. The poor economic planning of the company and state or government also affects the growth of the workforce. Sudden imposing any sanctions affects the growth and rise this kind of obsolescence. Like Poor Inventory, depreciations, increasing bad depts. etc..,

3.2.2 Socio Technical Changes

Socio technical changes affecting a firm adopting new information systems requiring organizational change can be considered strategic transitions. In environmental scanning; a firm may use information systems to identify external event s that may affect it. For example US based MNC Walmart's continuous replenishment system allows it to achieve low cost *leadership. Synergies'* occur when the output of some units in a firm can be used as inputs to other units, lowering cost and generating profits.

The term *business ecosystem* describes the loosely coupled but interdependent networks of suppliers, distributors, outsourcing firms, transportation service firms, and technology manufacturers. Mass customization offers individually tailored products or services using the same resources as mass production.

The use of *Internet technologies* allows companies to more easily sustain competitive advantage. Customers are one of the competitive forces that affect an organization's ability to compete. Switching costs increase when customers are strongly linked to products and plat forms. *Routines* are also

called standard operating procedures. A professional bureaucracy is knowledge based organization where goods and services depend on the expertise and knowledge of professionals.

A *company's competitive advantages* ultimately translate into higher stock market valuations than its competitors. *Information systems technology* can be viewed as a factor of production that can be substituted for traditional capital and labour from the point of view of economics.

Information systems are used to enable new products and services via product differentiation. High product differentiation is a sign of a transparent market place. The value chain model classifies all company activities as primary activities.

Characteristics of socio-technical changes comprise apart from changes to its sub-systems and its constituent elements there are changes to its associations with other sub-systems along with interconnection of its elements. This necessitates changes in one element leading to events or string of events in other elements. The events along with its antecedents and the string of events that follow in other elements diffusion takes place based on human cognition and reasoning.

Culture, attitudes and values that are part of genetic endowment influence diffusion. These set of actions, though, temporal manifest in different forms and influence the observable characteristics of the actors and the systems. Observable characteristics could be cognitive learning, knowledge creation, belief, insight, social efficiency, sharing of knowledge between and within generations i.e. dissemination of novelty, economic prosperity, group specializations and so forth. These mechanisms can refer to mechanisms in biological sphere.

Therefore, the socio technical changes happen at two planes. One at the elements, both social and technical, and their linkages based on certain rules to develop engineering practices, products, skills, knowledge creation and sharing and embedded in institutions and infrastructure, and other at external factors that enable and/or constrain elements by cultural learning, human cognition and new knowledge creation and dissemination within and between generations.

The first change follows neo Schumpeterian and the second one naturalistic approaches. These two changes happens using different approaches of ontological stance and heuristic strategies A combination of both the approaches helps in providing heuristic and analytic views required for understanding.

3.3 OVERCOME THE CHALLENGES

For any problems there may be solutions. But finding the ways to resolve such problem is not a easy task to the mangers. The following methodologies could be overcoming the challenges of obsolescence faced by the mangers. Namely..
1. New Innovations
2. Regular updates
3. Renovations in all aspects
4. Good Man Power Planning

5. Plan Periodic Trainings
6. Sound Labour Policies
7. Strong welfare Measures
8. Promoting Zero Wastages
9. Ensuring the Quality, Standards and Brand Image.
10. Involving in Government discussions for promoting better Industrial policy
11. Appoint Transformational leaders in the managerial capacities

Obsolescence management, also referred to as "Diminishing Manufacturing Sources and Material Shortages" (DMSMS), is defined as to the activities that are undertaken to mitigate the effects of obsolescence. Activities can include last-time buys, lifetime buys, and obsolescence monitoring. Obsolescence is fundamental to the experience of modernity, not simply one dimension of an economic system.

A growing industry sector is facing issues where life cycles of products no longer fit together with life cycles of required components. This issue is known as obsolescence, the status given to a part when it is no longer available from its original manufacturer. The problem of obsolescence is most prevalent for electronics technology, wherein the procurement lifetimes for microelectronic parts are often significantly shorter than the manufacturing and support life cycles for the products that use the parts.

3.4 SUM UP

Any Obsolescence draws the attention of the mangers, workers and other state holders. For reconstructing the company away from such obsolescence is not individual action. It's a collective effort to overcome such challenges to rebuild the organizations, human resources and other material resources of the company. It takes some time in some extent. For that they need to give special attention to overwhelm and acquire the market in the original positions. So understanding such scenario any manager has to well verse in these kind of obsolescence.

3.5 UNIT- END EXERCISES

The learner has asked to undergone the study with any company associated with or known by the learner with the above discussed concepts in this chapter and do the following exercises.
1. What is obsolescence?
2. What are the causes for obsolescence?
3. Discuss the various Kinds of obsolescence with examples.
4. How to overcome the challenges of obsolescence?

3.6 ANSWERS TO CHECK YOUR PROGRESS

1. Obsolescence results when an employee no longer possesses the knowledge or abilities needed to perform successfully.

2. HRD executive personnel are facing so many problems for not attaining expected targets from the drained personnel.
3. Obsolescence is the degree to which organizational professionals lack the up-to-date knowledge.
4. Nowadays Diminishing Manufacturing Sources and Material Shortages are played vital role to check the Obsolescence rate.

3.7 SUGGESTED READINGS

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BLOCK II - DEVELOPMENT AND AFFIRMATIVE ACTION, CAREER PLANNING, CAREER EDUCATION, AND CAREER DEVELOPMENT

UNIT - IV DEVELOPMENT AND AFFIRMATIVE ACTION AND EMPLOYEE TURNOVER

Structure

4.1 INTRODUCTION

Affirmative action plan (AAP) is a set of management policies and a practice which seeks to provide frame work, design and effective implementation of any policy for the betterment of society.HRD programs and interventions can be used to address a wide range of issues and problems in an organization. They are used to orient and socialize new employees into the organization, provide skills and knowledge, and help individuals and groups to become more effective. To ensure that these goals are achieved, care must be taken when designing and delivering HRD programs.

4.2 DEVELOPMENT AND AFFIRMATIVE ACTION

HRD programs and interventions can be used to address a wide range of issues and problems in an organization. They are used to orient and socialize new employees into the organization, provide skills and knowledge, and help individuals and groups become more effective. To ensure that these goals are achieved, care must be taken when designing and delivering HRD programs. Following from system theory, we argue that HRD interventions should be designed using a four-step process or sequence: needs assessment, design, implementation, and evaluation. For ease of memory, this can be referred to as the HRD framework (assess, design, implement, and evaluate). In this

Chapter, we have described this four-phase process approach to describe HRD efforts: needs assessment, design, implementation, and evaluation

The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements. The establishment of an HRD Policy which sets out obligations, standards of behavior, and documents relating to training and development of the human resources inside and outside the company. HRD policies provide frameworks within which consistent decisions are made and promote equity in the way in which people are treated.

Policies are statements of the organizations overall purposes and its objectives in the various areas with which its operations are concerned- Personnel, finance, production, sales / marketing etc.., Human resource policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people. They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of Human Resource management such as recruitment, promotion, Compensation, training, selection etc.., They therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce.

A good HRD policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment training and development of the skills, talents and bevaiour of the individual. A procedure spells out precisely what action should be taken in line with the policies.

Each organization has a different set of circumstances and so develops an individual set of human resource policies. The location an organization operates in will also dictate the content of their policies.

4.2.1 Framework of the HRD Programmes

The goal of HRD is to improve an organization's effectiveness by:

1 Solving current problems (like an increase in customer complaints)
2 Preventing anticipated problems (such as a shortage of skilled technicians)
3 Including those individuals and units that can benefit most as participants

In short, HRD is effective if it successfully addresses some organizational needs through conducting needs assessments. Designing HRD interventions involves a process, which includes a four-step sequence: needs assessment, design, implementation, and evaluation.

Step One: Needs Assessment Phase

HRD interventions are used to address some need or "gap" within the organization. A need can be either a current deficiency, such as poor employee performance, or a new challenge that demands a change in the way the organization operates (new legislation or increased competition).

Identifying needs involves examining the organization, its environment, job tasks, and employee performance. This information can be used to:

- ❖ Establish priorities for expanding HRD efforts
- ❖ Define specific training and HRD objectives
- ❖ Establish evaluation criteria

Step Two: Design phase

The second phase of the training and HRD process involves designing the HRD program or intervention. If the intervention involves some type of training or development program, the following activities are typically carried out during this phase:

- ❖ Selecting the specific objectives of the program
- ❖ Developing the appropriate lesson plan for the program
- ❖ Developing or acquiring the appropriate materials for the trainees to use
- ❖ Determining who will deliver the program
- ❖ Selecting the most appropriate method or methods to conduct the program
- ❖ Scheduling the program

Once the assessment phase is completed, it is important to translate the issues identified in that phase into clear objectives for HRD programs. This should also facilitate the development of clear lesson plans concerning what should be done in the HRD program. Selecting the proper person to deliver the HRD program is also an important decision, and it can be difficult, depending on the resources available. If the organization employs a group of full-time HRD professionals, the choice will depend largely on the expertise and work schedules of those professionals. However, if the organization does not have the HRD staff, it will have to rely upon other people, including managers, supervisors, coworkers, or outside consultants. Using such individuals raises a host of issues, including their willingness, ability, and availability to train, as well as cost issues.

The design phase also involves selecting and developing the content of the program. This means choosing the most appropriate setting for the program (e.g., on the job, in a classroom, online, or some combination), the techniques used to facilitate learning (such as lecture, discussion, role play, simulation), and the materials to be used in delivering the program (such as workbooks, job aids, web-based or web-enhanced materials, films, videos, Microsoft® PowerPoint® presentations, etc.). Inherent in these decisions is the issue of whether to develop the program in-house or purchase it (or parts of it) from an outside vendor.

Scheduling the program may not be as easy as it appears. Issues to be resolved include lead time to notify potential participants, program length and location, covering participants' regular job duties, and potential conflicts (such as vacations, busy periods, and facility availability).

The needs assessment may also reveal that training is not the ideal solution for the issues or problems facing the organization. It may be that some management practice needs to be changed, or that changes need to be made in another human resource practice (such as staffing or compensation). It may also be the case that a different type of HRD intervention is called for besides training, for example, a change in the organization of work, or a

change in the focus on total quality or process reengineering. Such HRD interventions would not require a "lesson plan." However, other design issues occur with career management and organizational development interventions.

Step Three: Implementation phase

The goal of the assessment and design phases is to implement effective HRD programs or interventions. This means that the program or intervention must be delivered or implemented, using the most appropriate means or methods (as determined in the design phase). Delivering any HRD program generally presents numerous challenges, such as executing the program as planned; creating an environment that enhances learning, and resolving problems that may arise (missing equipment, conflicts between participants, etc.).

Step Four: Evaluation phase

Program evaluation is the final phase in the training and HRD process. This is where the effectiveness of the HRD intervention is measured. This is an important but often underemphasized activity. Careful evaluation provides information on participants' reaction to the program, how much they learned, whether they use what they have learned on the job, and whether the program improved the organization's effectiveness. HRD professionals are increasingly asked to provide evidence of the success of their efforts using a variety of "hard" and "soft" measures, that is, both bottom line impact, as well as employee reaction. This information allows managers to make better decisions about various aspects of the HRD effort, such as:

❖ Continuing to use a particular technique or vendor in future programs
❖ Offering a particular program in the future
❖ Budgeting and resource allocation
❖ Using some other HR or managerial approach (like employee selection or changing work rules) to solve the problem

It is important that HRD professionals provide evidence that HRD programs improve individual and organizational effectiveness. Armed with this information, HRD managers can better compete with managers from other areas of the organization when discussing the effectiveness of their actions and competing for organizational resources.

Assessing HRD Needs

HRD interventions should be designed and conducted using a four-phase approach: needs assessment, design, implementation, and evaluation. The HRD framework is often described as the instructional systems design (ISD) approach. To discuss the first phase of this approach, namely needs assessment, and how various assessment efforts are used to design, implement, and evaluate HRD programs and activities.

Needs assessment is a process by which an organization's HRD needs are identified and articulated. It is the starting point of the HRD and training process. A need assessment can identify:

- ❖ An organization's goals and its effectiveness in reaching these goals
- ❖ Discrepancies or gaps between employees' skills and the skills required for effective current job performance
- ❖ Discrepancies (gaps) between the current skills and the skills needed to perform the job successfully in the future
- ❖ The conditions under which the HRD activity will occur

With this information, HRD professionals learn where and what kind of programs or interventions is needed, who needs to be included in them, and whether there are currently any roadblocks to their effectiveness. Criteria can then be established to guide and evaluate the process. It is obvious, then, the analysis is critical for an effective HRD effort.

However, despite its importance, many organizations do not perform a needs analysis as frequently or as thoroughly as they must. If, the competitive pressures currently facing organizations made it more difficult than ever to carry out a needs assessment. Needs assessments are not conducted for a number of reasons, such as:

1 A needs assessment can be a difficult, time-consuming process. A complete needs analysis involves measuring a variety of factors at multiple levels of the organization.

2 Action is valued over research. Managers often decide to use their limited resources to develop, acquire, and deliver HRD programs rather than to do something they see as a preliminary activity.

3 Incorrect assumptions are made as that a needs assessment is unnecessary because available already information specifies what an organization's needs are. As indicated earlier, factors such as fads, demands from senior managers, and the temptation to copy the HRD programs of widely admired organizations or competitors often lead to such conclusions.

4 There is a lack of support for needs assessment. This can be caused by a lack of bottom-line justification, or by the HRD professional's inability to sell needs assessment to management. Documenting the assessment and its benefits, and using analogies from respected fields (e.g., medical diagnosis, engineering scoping) are two ways to build support for doing needs assessment.

These factors should be considered when promoting needs assessment. Although it is possible to improve the organization's effectiveness without accurate needs assessment information, the results are by no means guaranteed. Before discussing different approaches for needs analysis, it is useful to examine what is meant by the term "need."

NEEDS OF THE HRD

In this context, the concept of need typically refers to a discrepancy or gap between what an organization expects to happen and what actually occurs. For example, a discrepancy exists if a shipping supervisor has been charged to maintain an average turnaround time of twenty-four hours for shipping customer orders, and it is actually taking his or her department an average of thirty-six hours. A similar inconsistency is demonstrated when a police officer is expected to use minimum force to apprehend suspects, but the department receives documented complaints that the officer has used

excessive force with suspects. These discrepancies may become the foundation of a training or HRD need.

Identified needs in this sense focus on correcting substandard performance. In some cases, an HRD intervention such as coaching or skills training may be necessary to correct the discrepancy. However, sometimes another HRM strategy (such as improving compensation or changing staffing practices), or another management action (like replacing machinery or negotiating new work rules with the union) may be more appropriate solutions. It is important to stress that not every need identified can or should be addressed by training or even by other, broader HRD efforts such as team building or organizational development.

Robert Brinkerhoff has stated that focusing only on performance deficiency in needs analyses is too restrictive and proposed other ways of looking at training needs. These include diagnostic and analytic needs.

Diagnostic needs focus on the factors that lead to effective performance and prevent performance problems, rather than emphasizing existing problems. Diagnostic needs are identified by studying the different factors that may impact performance. The goal is to determine how the effective performance is obtained. Analytic needs identify new, better ways to perform tasks. These needs are generally discovered by intuition, insight, or expert consideration. Compliance needs are those needs that are mandated by law. This most often deals with mandated training programs, such as safety training or food handling. It is important to recognize that some HRD interventions are driven primarily by legal mandate, as this can affect how the intervention is perceived, as well as how it is conducted.

This discussion of needs is meant to reinforce the notion that HRD should be proactive and future oriented. Addressing needs from an analytic or diagnostic perspective is proactive in its emphasis on preventing problems and enhancing performance and productivity, a notion that is consistent with continuous improvement, such as the recent focus on total quality management and learning organizations. This focus contrasts with a reactive approach in which performance discrepancies only (or compliance needs alone) are the basis for training and HRD.

Clearly, organizations are better served if HRD efforts consider different types of needs, focusing on ways to maintain effective performance and make it even better, as well as fixing what is done poorly. Roger Kaufman provides some timely advice concerning why HRD professionals should "bother with" needs assessment. He frames these in terms of potentially hazardous shortcuts and why they should be avoided. A critical concern of Kaufman and others (such as Dana Gaines Robinson and James Robinson) is that HRD professionals must always maintain a focus on organizational performance. Loriann Roberson, Carol Kulik, and Molly Pepper provide an excellent recent example of how needs assessment can be used to enhance the effectiveness of diversity in training programs.

Levels of Needs Analysis
Needs can exist at any of at least three levels, considering the organization, the job/task, and the individual. To ensure an effective HRD effort, needs must be measured on each level. As a result, three types of assessments

must be conducted: organizational analysis, task analysis, and person analysis. Each level of assessment measures different aspects of the organization (Table). Strategic/organizational analysis reveal where the organization training is needed and under what conditions it will occur. Task analysis explains what must be done to perform a job or complete a process successfully. Person analysis reveals who needs to be trained, and what kind of training he/she need.

1. Training Needs Analysis at the Organizational Level by the organizational head or HR departmental Head
2. Training Needs Analysis at the Operational Level by the Operational Head or Managers
3. Training Needs Analysis at the Individual Level by the immediate Supervisor

4.2.2 HRD Policies

Organizational Roles A role is a set of behaviors expected of from the individuals who hold a given position in a group. Roles define how a person fits into the organization and what he or she must do to perform effectively. For example, when we encounter a receptionist, we expect that person to perform certain functions of that role, such as greeting us, providing us with information, and directing us to those in the organization we wish to see. When newcomers enter into a new group, they must as to learn what roles they are expected to fulfill in order to fit in and perform effectively.

Before seeing the application part of HRD, we should understand the HRD Instruments first. HRD instruments include performance appraisal, counseling, role analysis, potential development, training, communication policies, job rotations, rewards, job enrichment programmes, etc.

HRD Applications

Edgar Schein described three dimensions of organizational roles as below

1. Inclusionary - a social dimension (e.g., outsider, probationary status, permanent status)
2. Functional - a task dimension (e.g., sales, engineering, plant operations)
3. Hierarchical - a rank dimension (e.g., line employee, supervisor, middle manager, officer)

A new role requires learning to perform in ways that fulfill the social, functional, and hierarchical dimensions of that role. For example, a patrol officer who is promoted to shift sergeant will not be completely effective until he or she knows the tasks a sergeant must do is able to do those tasks, and is accepted by others in the sergeant's role.

The socialization process becomes much more intense and presents greater challenges just before and after the employee moves across a boundary. Crossing each boundary requires learning new attitudes and behaviors and carries with it the risk of failed socialization and negative outcomes, such as dissatisfaction and turnover.

Role communication and role orientation are two important issues for organizational socialization. Ideally, an individual's role would be communicated clearly and agreed upon by all concerned parties (including

management, peers, and the individual). Unfortunately, roles are often not communicated clearly. Perception plays an important part in how roles are defined and communicated, to the individual, his or her co-workers, the immediate supervisor, and upper management are all likely to perceive a given role differently. Although many organizations consider a job description to be the official statement of an individual's role, job descriptions are often vague and open to interpretation.

The perceptual nature of organizational roles can lead to the following three situations:

1. Role overload - when the employee perceives the role as being more than he or she can bear with
2. Role conflict - when the employee receives mixed messages about what is expected of from him or from her by others, such as a boss and co workers

3. Role ambiguity - when the employee feels that his/her role is unclear; this is often the result of from assuming a new position

The individual's role orientation is also important for socialization. Individuals do not conform completely to the role prescribed for them. Role orientation is the extent to which individuals are innovative in interpreting their organizational roles. Role orientation exists on a continuum, with a custodial orientation (conforming closely to established ways of doing things) at one extreme and an innovative orientation (taking considerable initiative in redefining the role) at the other. For example, a market research analyst who has an innovative orientation may include educating managers in the ethics of marketing as part of his or her role, even though other analysts in the organization do not perform this function. It is often beneficial for employees to creatively redefine their roles (i.e., have an innovative orientation) in ways that improve their own and the organization's effectiveness. However, this creativity and innovation will often challenge some of the organization's accepted beliefs and established ways of doing things.

Group Norms: Norms are the rules of conduct (typically unwritten) that are established by group members to influence or control behavior within the group. Group norms are an important part of the socialization process because they indicate the behaviors that insiders agree are appropriate. Newcomers generally must learn to behave in ways that are consistent with group norms if they are to be accepted as an insider.

Groups do not develop or enforce norms for all possible behaviors and situations, but only for significant behaviors. Organizations distinguish employee behaviors in terms of three levels of importance: pivotal (behaviors essential to organizational membership), relevant (behaviors that there are desirable but not essential), and peripheral (unimportant behaviors). Organizations are more likely to focus on pivotal and relevant behaviors during socialization and less likely to teach peripheral behaviors to the employee, or pay attention to them. Similarly, Daniel Feldman observed that groups will enforce norms that facilitate group survival, express central values, make expected behaviors simpler or more predictable, or help members avoid interpersonal embarrassment.

HRD programs and interventions can be used to address a wide range of issues and problems in an organization. They are used to orient and socialize new employees into the organization, provide skills and knowledge, and help individuals and groups become more effective. To ensure that these goals are achieved, care must be taken when designing and delivering HRD programs.

Following from system theory, we argue that HRD interventions should be designed using a four-step process or sequence: needs assessment, design, implementation, and evaluation. For ease of memory, this can be referred to as the HRD framework (assess, design, implement, and evaluate). In this Chapter, we have described this four-phase process approach to describe HRD efforts: needs assessment, design, implementation, and evaluation

HRD interventions are used to address some need or gap within an organization. A need can be either a current deficiency, such as poor employee performance, or a new challenge that demands a change in the way the organization operates (e.g., new legislation or increased competition). For example, in 2009, the Equal Employment Opportunity Commission (EEOC) sued Jack Marshall Foods, Inc., an Alabama-based company that operates a Kentucky Fried Chicken restaurant in Monroeville, AL. The EEOC alleged sexual harassment against female employees at this restaurant. The suit ended with the company signing a consent decree in 2010 in which they agreed to

The focus of human resource development (HRD) is to strengthen your workforce so that they have the knowledge, skills and experience to excel in their job duties and help your organization operate efficiently. Common methods for achieving these goals include providing appropriate training and coaching, developing employee career plans and using performance appraisal techniques to monitor and correct performance issues. Other HRD technique that work to make your staff more productive includes the use of effective employee rewards systems and employee wellness programs.

Performance Appraisal Methods

One of the most common techniques of human resource development is the use of regular performance appraisals and feedback. The main benefit of an appraisal is that it keeps managers and employees informed on how well they do their jobs and can uncover performance problems that need immediate attention. Managers get a chance to come up with action plans to address weaknesses, determine future training needs and learn about the employee's career goals. To make the assessment easier, you'll usually have predetermined metrics and key performance indicators so that you know what to look for.

The performance appraisal method you'll use can depend on the specific job, your company's mission and your goals for the assessment.

If you're looking to gain general insights on how peers, customers and managers view your employees' performance, you could use the 360-degree feedback method that uses confidential questionnaires and weighs the responses.

The management by objectives method suits cases where you need to know whether your employees perform up to standards for specific goals you've set.

You can use employee ranking and rating methods to group workers from the top to bottom in terms of performance or competency.

You have behavioral checklists to uncover how your employees measure up to specific criteria such as punctuality, appearance and work patterns.

Employee Training Programs

Training is one of the HRD techniques that works hand-in-hand with performance appraisals and makes the development process more like a cycle. While the main goal of employee training is to increase competence in each employee's role, it also serves as a way to develop your organization as a whole in terms of making employees more engaged, productive and motivated. When done well, your company's training programs can help you retain your talent, increase your profits and even give you a competitive advantage.

While employees do receive their initial training and introduction to the company, the training process doesn't stop there. Whether your company grows to offer new goods and services or you uncover skills gaps during a performance assessment, you'll find that you have to assign training activities periodically throughout an employee's tenure. You have some different options for your employees' initial and ongoing training that fall into a few categories.

Instructor-led training: This type of training can range from having your employees attend a college class with in-person lectures to bringing in an outside trainer to your office for a short seminar. It can also take the form of having a manager give a training presentation or even using a live online class. While this method offers the benefit of two-way interaction between the trainer and trainees, it may not work well when employees aren't at the same skill level, and it can cost a lot and be less convenient too.

Self-guided studies: Whether you assign self-paced online courses, have employees watch simulation videos or hand out reading materials, you can use self-guided study as an alternative to having a live instructor. This method offers convenience and can save your company money, but it may not work well when your employees need to learn a complex skill and have someone readily available to handle questions. The flexibility can also create compliance issues with the training if you don't carefully monitor whether employees actually complete it.

Employee-to-employee training: When you need to allow employees to physically observe an activity and get hands-on training so that they can perform the task themselves, you might consider having experienced employees lead the training. In addition to job shadowing and guided work, this category also includes ongoing mentorship and coaching from managers and peers. Managers can assign a mentor during orientation to guide an employee during her time at the company, and managers can offer advice during formal meetings like performance reviews or even casually throughout the workday.

Employee Career Planning

The process of human resource development also involves helping employees discover the right paths for them in your organization. In addition to helping employees unveil their talents and reach their goals, this HRD technique gives your company some security in that it can help you line up capable employees who can take over key roles as others leave the company.

The career planning process might begin as part of conversations during performance reviews when managers can assess job suitability and ask employees where they see themselves going in the company. An employee might also initiate the process and ask for information about advancement opportunities.

To create a career plan, you'll first want to assess your company's future staffing needs to determine a potential place for the employee. You can then develop a coaching plan that addresses skill gaps, begin assigning appropriate training and stay engaged with the employee during the process. Depending on the desired leadership role, you may find it helpful to implement cross-training or job rotations so that your employee has experience in more departments.

Use of Employee Rewards

While training, career development and performance appraisal most often come to mind when you think of HRD, giving your employees rewards for their performance and dedication to your company also falls within the scope of HRD. Not only can the use of such rewards improve your workforce's efficiency and encourage employees to do their best work, but they have a positive effect on team morale and retention.

Rewards can have a monetary value or not. Financial rewards include profit-sharing, holiday bonuses and productivity-based pay increases. Examples of non-financial rewards include allowing workers to work from home, holding team lunches and company parties, offering flexible scheduling and giving workers more control over decision-making.

For the most effective use of rewards, consider factors such as the employee's current salary, relationship with the company and personal motivators in deciding the type to offer. The software company Plum notes that non-financial rewards can particularly be an ideal option for top-paid employees with several years of service with the company.

HRD Techniques for Employee Wellness

As with the use of employee rewards, having employee wellness programs helps develop your employees, make them more productive and satisfied and increase organizational effectiveness. After all, when your employees feel well, they can perform at their best and also focus better on their assigned training activities so that they retain the information and apply it in their work. Corporate Finance Institute suggests that employee wellness programs can also save your company money in health care costs, reduce employee absences and strengthen team bonds.

While you could set up a private gym for employees if you have the resources, you can foster employee wellness as easily as offering healthy meal options, giving employees time to both rest and do brief exercises and arranging for community service activities. You might also give employees

some money off a local gym membership or have a professional in your company who can offer mental health support.

HRD offers companies and employees several benefits at the organizational level. Companies with strong HRD programs can be more competitive since their employees have learned skills to keep up with the changing industry, and their employees tend to be more productive, engaged and satisfied.

The company also finds it easier to retain employees when they feel competent and know the company is supportive of their career goals and learning. Further, HRD helps with succession planning since evaluation and training activities can identify some key candidates for future positions and avoid an otherwise costly recruitment process.

Initial and Ongoing Job Training

To achieve the goals of human resource development, companies must provide effective training and developmental activities that help employees perform well in their specific roles. This training begins with the on-boarding process when employees learn from their leaders and colleagues about how the company operates and completes an initial training period that might consist of job shadowing, coursework, coaching and independent study. It continues with activities assigned to address any company needs.

Some types of training and development activities that are part of the human resource development process include:

Traditional instructor-led training: When your company needs to teach challenging topics, it might have an inside trainer lead lectures or it might hire an outside company that has its own training program. For example, this method might work for teaching a new technology or training new customer service professionals for a call center. This is often a costlier and more time-consuming training method than other options.

Online training: Whether you create in-house online training courses or use those from existing corporate training providers, online training might consist of watching videos, reading supplemental books and websites, taking quizzes and skills assessments and interacting through chat rooms or forums. Some programs include live instructor-led lectures as well. There are also special types of online training, such as webinars that can teach a specific skill in a few hours or less.

Hands-on training: This form of development gets employees engaged in handling actual work scenarios as soon as possible. You can have a manager or peer teach the employee or take advantage of methods like role-playing activities or online scenario programs to teach the required skills.

Personal mentoring and coaching: This ongoing HRD activity helps build relationships between managers and employees and offers personal feedback and advice throughout employment. This can begin during onboarding as employees learn to do their jobs and continue based on feedback from informal reviews, daily work performance and formal evaluations.

Independent learning: Your employees might do their own research, take advantage of tuition assistance for formal education programs of interest or join professional organizations and groups to learn more about their fields.

Employee Performance Evaluation

Appraising employee performance is another key in the human resource development process since it allows managers to assess employees' strengths and weaknesses and determine appropriate developmental activities to resolve skill and performance gaps. Managers can choose from various appraisal systems, each with unique pros and cons.

Management by objective: This performance evaluation method begins with having managers and employees set position-related goals and determine clear action steps to achieve those goals. This provides a clear baseline for managers to use when assessing individual employee performance and ensures that feedback will more likely help employees in their actual positions. It also can keep employees more engaged and motivated since they'll feel they have a say in the process. 360-degree feedback: Rather than just considering input from an employee's direct manager, this appraisal method solicits information from peers and other direct reports. This often involves using feedback forms where evaluators can submit anonymous ratings and comments about the employee's performance and qualities. This feedback helps managers create appropriate development plans and can help assess soft skills and behaviors. However, it's not designed to assess job-specific skills, objective goals or achievement of specific performance objectives.

Employee ranking: This method can help managers identify their highest and lowest performers among those in the middle of the rank. While this can help with identifying those needing the most training and those who may be ready for promotion, it has some drawbacks. It doesn't look at the strengths that could be possessed by workers who are not at the top, and there's always the chance that managers may not rank employees fairly.

Skill grading: Rather than ranking employees overall, this performance evaluation method assesses employees on a scale — often from one to five — for soft and hard skills. It is narrower in focus since it doesn't provide a broad picture of performance, and it suffers from reliability issues due to bias like employee ranking does.

Behavioral and trait evaluation methods: Managers can personally observe employee behavior on the job to determine competence and performance. If they need to identify specific employee traits, a trait-focused appraisal can provide some character information, although subjectivity can be an issue. As an alternative, managers can use a rating scale that combines both behaviors and traits for a personalized approach for jobs that require specific personal characteristics, like caring.

HRD and Succession Planning

Having key employees suddenly leave the organization can cause disruption that harms the company's stability, performance and financial success. Determining the company's most influential roles along with education, skill and experience requirements allows managers to identify

possible successors from within the company during regular performance evaluation.

Managers can work together with employees to determine who shows interest in taking on these roles in the future — or even those just interested in general management positions — and then come up with an HRD plan that aligns with the career goal.

For example, development activities for an employee interested in general management opportunities might involve some job shadowing and coaching from a current manager at that level. For positions that require extensive training, the company may assign a long-term training program with periodic assessments to evaluate whether the employee is ready to move on to the next step.

The company's HRD efforts may also show that there are some talent gaps in the organization that create a need to seek outside hires for key positions. If this is the case, you can use your list of key roles and requirements to create detailed job postings and choose screening methods for use in recruitment. You'll also have a better idea of the training the outside hire will need to get up to speed quickly.

Stake holders of HRD Policy

There are four basic agents or partners of development as under:

      1. The employees
      2. The Immediate Boss of the employees
      3. The Human Resource Development Department
      4. The organisation

4.3 EMPLOYEE TURNOVER

Employee turnover, or employee turnover rate, is the measurement of the number of employees who leave an organization during a specified time period, typically one year. While an organization usually measures the total number of employees who leave, turnover can also apply to subcategories within an organization like individual departments or demographic groups.

Employee turnover is defined as the number or percentage of employees who leave a company and are replaced by new employees.

There are two types of employee turnover: voluntary and involuntary. Voluntary turnover occurs when an employee chooses to leave (i.e. quits or resigns), and involuntary turnover occurs when the employer makes the decision for the employee to leave (i.e. is fired).

Whether an employee resigns or is fired, their absence takes a toll on profit margins. Having to pay for continuing benefits or severance pay, coupled with the cost of hiring someone to take their place, results in lost productivity and, ultimately, lost revenue.

Retain the employees

    1. Make a counter-offer. Most organizations resort to counter-offers to help retain valued employees. ...
    2. Conduct exit interviews. ...
    3. Get to know what's important to your employees. ...

4. Hold regular "stay interviews" ...
5. Focus on talent management best-practices.

When we talk about employee turnover, we mean the number of employees who leave an organization over a specified timeframe, typically one year. On the other hand, employee retention is number of employees an organization keeps during a given period.

Many companies track turnover closely because it can be a huge cost to replace employees. Like customer retention, investment in employee retention has a higher return than investment in acquisition.

Retention is also a key sign of employee sentiment and engagement, it can even be a competitive advantage! After all, when a company is hemorrhaging employees, that's typically a sign of something wrong. Compare this to a company with a team with a proven history of skills, knowledge, and relationships built long term within the company. No company work for the better prospers of the employee. So they decided to leave the organization to attain their personal career growth and survival.

Types of Employee turnover

1. Voluntary turnover is when the employee decides to end the employment relationship—it's the employee's choice to leave. Generally, the primary focus of retention efforts is to reduce these resignations. Retirement is technically voluntary turnover, however companies often report retirement rates separately because they are not a focus for reducing turnover. For example.., quits, exits, departures, or leaves for voluntary turnover.

2. Involuntary turnover is when the employer decides to end the employment relationship—the employee did not choose to leave. This could be for reasons of poor performance or a layoff due to redundancies. For example.., terminations or discharges for involuntary turnover.

More recently, employers are paying more attention to the following quality-of-attrition metrics, which report the attrition rates of "high quality" employees.

Healthy turnover is when ending the employment relationship is best for both the employee and employer. It could be when a project ends or there is just a poor fit.

In fact, helping employees understand their own strengths, needs, and preferences—in addition to clear expectations and accountability—can help them voluntarily leave when they're not able to perform optimally or if they're unhappy. An employee consistently performing at a low quality or having a toxic attitude impacts the whole team, and letting them go might be best for the long-term health of your company.

Avoidable turnover is when the reasons an employee left were within an employer's control or influence.

An unavoidable departure may be an employee moving with their spouse, whereas an avoidable departure could be an employee taking a similar job at another company because they offer more flexibility in schedule. While all types of turnover have some cost to the company, the critical focus for

retention strategies is to reduce avoidable and regrettable turnover to as close to zero as possible.

Measuring employee turnover

The simplest way to track turnover is to measure the overall rate on a yearly basis. You can calculate the percentage by dividing total leavers by total employees, and multiplying by 100. Lower scores are better.

A problem with overall turnover is that it includes leavers you cannot control such as employees retiring through old age, or transferring to another branch. A more-focused turnover calculation for total dismissals, or total voluntary resignations, might prove more useful.

Calculating a retention 'stability index'

You can measure retention by dividing total staff with 1+ years' service by total staff 1 year ago, and multiplying by 100. This is known as a stability index. Higher scores are better.

Cost of employee turnover

Putting a cost on employee turnover can help you make a business case for better management, and can help you work towards reducing the costs.

The cost of turnover includes the full cost of replacing a worker who leaves. These costs are financial and administrative, and often include:

> ➢ Hiring costs, including advertising and the selection process
> ➢ Temp cover while the post is vacant
> ➢ Training for the replacement employee

The annual cost of turnover is calculated by multiplying total leavers by the cost per leaver.

Costs are usually higher, and turnover more important to deal with, the more scarce a job's skills are.

> ➢ Understanding why employees leave
> ➢ Knowing why employees leave your organization is crucial if you plan to take action to reduce turnover.
> ➢ Policies you can implement to measure reasons for leaving include:
> ➢ Analyzing HR administration data on resignations, reference requests, dismissals, retirements, redundancies, and so on.
> ➢ Using exit interviews, in which you can directly ask departing employees why they're leaving.
> ➢ Conducting employee surveys that ask current staff about their job satisfaction and intentions to leave in future.
> ➢ Be aware that employees may not always be honest about their own reasons for leaving!
> ➢ Policies to improve employee retention

Once you've assessed your employee turnover situation and the reasons behind it, you can begin to implement policies to improve retention.

Examples might include offering employees better progression opportunities, consulting employees on how to make work more satisfying, and reviewing job roles to make them more fulfilling.

Employee turnover is the movement of people into and out of the organization. It is usually convenient to measure it by recording movements out of the firm on the assumption that a leave is eventually replaced by a new employee. The term separation is used to denote an

employee who leaves for any reason. Employee turnover is the rate of change in the number of employees of a concern during a definite period.

Employee turnover studies are helpful in manpower planning. Just as the high reading on a clinical thermometer is a sign to the physician that something is seriously wrong with the human organism, so is a high index of Employee turnover rate a warning to management that something is wrong with the health of the organization.

A high turnover rate may mean poor personnel policies, poor supervisory practices or poor company policies. Too lower a rate of turnover can also be a danger signal.

CAUSES OF EMPLOYEE TURNOVER:

High Employee turnover may be traced to the following causes which may be broadly classified under avoidable and unavoidable causes:

Avoidable Causes:

(a) Dissatisfaction with wages and rewards:

Low pay and allowances and no opportunity to move to a higher paying job.

(b) Dissatisfaction with working conditions:

Noise, heat, humidity, unsanitary conditions of employment, dangerous process, poor lighting, night shift working, insufficient tooling etc. cause some workers to leave the organization.

(c) Dissatisfaction with personnel policies:

Low pay and allowances and no opportunity to move to a higher paying job.

(b) Dissatisfaction with working conditions:

Noise, heat, humidity, unsanitary conditions of employment, dangerous process, poor lighting, night shift working, insufficient tooling etc. cause some workers to leave the organization.

(c) Dissatisfaction with personnel policies:

Management can do little control over employee turnover in the above cases.

MEASURES TO REDUCE EMPLOYEE TURNOVER

All employers expect to have a certain degree of employee turnover, without it the company would stagnate. The average age of employees would increase (meaning also that a large number of employees might retire simultaneously); and there could be insufficient new blood coming into the organization.

No doubt many companies would be content if their separation rates lay between 10 to 15 per cent, though few rates in the private sector of industry and commerce are as low as this.

If an employing firm wishes to reduce its employee turnover because it considers it as excessive for the area and the industry, it may take the following steps to reduce employee turnover:

1. Salary Package Problems:

(a) Increasing pay levels to meet competition.

(b) Improving pay structures to remove inequities.

(c) Altering pay systems to reduce excessive fluctuations.

(d) Introducing procedures for relating rewards more explicitly to effort or performance.

2. Employees Leaving to Further their Career:
(a) Providing better career opportunities and ensuring that employees are aware of them.
(b) Extending opportunities for training.
(c) Adopting and implementing 'promotion from within' policies and introducing more systematic and equitable promotion procedures.
(d) Deliberately selecting employees who are not likely to want to move much higher than their initial job.

3. Employees Leaving Due to Conflict:
a. Introducing more effective procedures for consultation, participation and handling grievances.
b. Improving communications by such means as briefing groups. Using the conflict resolution and team-building techniques of organization development.
d. Reorganizing work and the arrangement of office or workshops to increase group cohesiveness.
e. Educating and training management in approaches to improving their relationships with employees.

4. Induction Crisis:
(a) Improving recruitment and selection procedures to ensure that job requirements are specific accurately and that the people who are selected fit the specification.
(b) Ensuring that candidates are given a realistic picture of the job, pay and working conditions.
(c) Developing better induction and initial training programs.

5. Shortage of Manpower:
(a) Improving recruitment, selection and training for the people required.
(b) Introducing better methods of planning and scheduling work to smooth-out peak loads.

6. Changes in Working Requirements:
(a) Ensuring that selection and promotion procedures match the capacities of individuals to the demands of the work they have to do.
(b) Providing adequate training or adjustment periods when working conditions change.
(c) Adopting payment by result systems to ensure that individuals are not unduly penalized when they are only engaged on short-runs.

7. Losses of Unstable Recruits:
Taking more care to avoid recruiting unstable individuals by analyzing the characteristics of applicants which are likely to cause instability and using this analysis to screen recruits.

8. Adequate Statistical Control:
There should be a carefully worked out system of records for keeping the required data. The management should have complete information about separations by shops, departments, occupations, sex, age, race, nationality, length of service and education.

This information will help a critical analysis. It will also be possible to collect statistical evidence to invite managerial attention to the problem. If management is properly convinced about the magnitude of the problem, adequate funds and attention may be provided for the solution of this problem.

9. Joint Control:

Joint control can be exercised through committee representing management and workers. These committees should cover the review of shop regulations, grievances, etc. The formation of these committees will encourage mutual understanding and general cooperation.

10. Use of Exist Interviews:

Some companies arrange an exist interview, when an employee calls for his final payment. A better means of getting necessary information may be an interview with employees sometime after they have left. For this purpose, exit questionnaires may be prepared. This step may lead to useful information, which may have profound effect on reducing Employee turnover.

MEASUREMENT OF EMPLOYEE TURNOVER

Simple formula:

The formula for calculating turnover on a monthly basis is figured by taking the number of separations during a month divided by the average number of employees on the payroll. Multiply the result by 100 and the resulting figure is the monthly turnover rate.

1. **Calculating Employee Turnover by Separation Method**

Under the Separation Method, the relationship between the number of workers separated or left from the organization and average number of workers of the organization in the period is expressed in terms of percentage.

A worker may be left or separated from the organization due to surplus workers, poor working conditions and wages, less chance for promotion and the like.

The following formula is used to measure the Employee turnover by Separation method.

Employee Turnover = No. of Employees left or separated during a period / Average number of employees on role during that period x 100

Average No.of. Employees = (No. of Employees at the beginning of the period + No. of employees at the end of the period) / 2

2. Calculating employee Turnover by Replacement Method

There is no need of replacement if the surplus workers left from the organization. The Employees whose services are required by the organization are to be replaced by new appointments if they leave.

Hence, the relationship between the number of employees replaced and average number of workers of the organization in a period is expressed in terms of percentage under the replacement method.

Generally, the replacement of employees is followed by the organization if experiences employees are left from the organization. The following formula is used to measure the employee's turnover by replacement method.

Employees Turnover = No. of employees replaced during a period / Average number of employees on role during that period x 100

3. **Calculating EmploueesTurnover by Flux Method**

This is the combination of separation method and replacement method. Both separation and replacement are taken into consideration to calculate employees turnover in Flux method.

Hence, the relationship between both separation and replacement of employees of the organization in a period and average number of employees on roll during that period is expressed in terms of percentage. The following formula is used to calculate employees turnover by flux method.

Employee Turnover = (No.of employees separated in a period + No. of employees replaced in the same period) / Average number of employees on role during that period x100

The following formulae are in common use for measuring Employee turnover:

Separation Rate = Number of Separations/Average Number Employed

Replacement Rate Flux Rate = Number of Employees Replaced/Average Number of Employed

Flux Rate = Number Joining plus Number Leaving/Average Number Employed

The average number of employees is usually taken as the simple average of the numbers at the beginning and at the end of the specified period. The turnover rate may be expressed either as a fraction or as a percentage rate may also be determined for each department or separately for various categories of work classified according to trades, grades of skill, age, years of service, sex etc. The separation rate is easy to calculate and is widely in practice.

Costs of Employee Turnover:

Any change in the personnel of an organization entails a financial loss, unless outweighed by certain gains. Employee turnover signifies a heavy investment rather than expense for unproductive effort. It essentially constitutes an outgo, that bears little or no relationship to output.

The cost of Employee turnover can be examined under two broad categories:

      (i) Preventive costs, and
      (ii) Replacement costs.

i. Preventive Costs:

      The following costs may be listed under the heading preventive costs:

HRD Administration:

It is a function concerned with maintaining good relationship between management and workers. This function is responsible for maintaining human relationship within an organization.

Medical Services:

The health of a worker has a marked effect upon productivity. Some enlightened companies arrange for annual physical checkups of all staff and employees within the organization.

Employees Welfare:

This includes the cost of sports facilities, laundry services etc. The provision of these services is made to retain the services of employees.

Employees Pension Schemes:

Certain authors argue whether the cost of pension schemes should be included in the cost of employees turnover. It has been noted that workers tend to remain in the employment of companies operating a pension scheme.

Better Scales, Bonus and Perquisite:

In some organizations the amount paid for above-mentioned reasons is more than the average amount paid in the industry to discourage employees turnover.

ii. Replacement Costs:

Employees turnover is associated with replacements. Replacement necessitates recruitment, training and absorption of new workers. If a worker is replaced, a new worker will have to be trained to substitute the replaced worker. There will also be wastage and loss of production, if worker is new. Replacement cost will include cost of all these elements.

Following costs can be summarized under this heading:

1. Inefficiency of New Worker:

It is difficult to measure exactly the losses due to inefficiency of new workers.

Some authors hold the view that the extra wages cost can be calculated by the following formula:

Extra Wages = D – (A.B.C.)

where D = Wages paid

A = Output in good pieces

B = Normal standard time allowed per piece

C = Standard base rate of pay

The inefficiency of employee results in extra usage of services available in factory. This means additional overhead cost.

2. Employment Department:

The cost of recruitment should be included in the cost of Employee turnover.

3. Training and Induction:

In most companies, some form of induction for new worker is undertaken. This should be included in cost of employee turnover.

4. Treatment of Cost of Employee Turnover:

In most of the companies, the cost of employee turnover forms part of overhead. When costs are divided into 'preventive costs' and 'replacement costs', preventive costs are charged to departments in proportion to employee strength.

Replacement costs may be directly charged to product or it may also be treated like preventive costs. It does not appeal to reason to charge the replacement cost to a particular department, particularly when replacement arises due to shortsighted policy of management.

4.4 SUM UP

The Human Resource Development Policy provides the necessary information and set the stage ready for managing for manpower's potentials with the given guidelines and format which develop the employees in all aspects of their talents, skills, and behavior pattern. The affirmative action of the company promotes to leave their human resources in the expected orbit of the company's growth as well. Some occasions they may not understand the company policy and reveal their mistakes after leaving the firm. So they need to understand that all places are good enough to reap their achievements once learn the HRD policy of the industry firmly.

4.5 UNIT- END EXERCISES

1. Why do company are much focusing on HRD Policy nowadays? .
2. What affirmative actions are made by the company to keep Sound HRD Policy?
3. How do you frame the HRD programmes for a MNC Company?
4. Compare the HRD instruments with latest trends?
5. How do you resolve the employee turnover by deploying sound Policy?
6. How do you prevent the employee migration?

4.6 ANSWER TO CHECK YOUR PROGRESS

1. HRD interventions should be designed using a four-step process.
2. HRD practice is seeking to provide frame work, design and effective implementation of any policy for the betterment of society.
3. A employee problem can be easily addressed by implementing HRD policy in stubborn manner.
4. A manager must be imaginative to plan ahead and to create new Ideas to retain the employees.
5. Separation method of calculation of employee turnover is widely used by the companies..

4.7 SUGGESTED READINGS

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UNIT - V CAREEER PLANNING

Structure

5.1 INTRODUCTION

A career may be defined as' a sequence of jobs that constitute what a person does for a living'. According to Edwin Flippo, "A career is sequence of separate but related work activities that provide continuity, order and meaning to a person's life." It is not merely a series of work-related experiences, but consists of a series of properly sequenced role experiences leading to an increasing level of responsibility

There are many opportunities for career advancement and professional growth. This is also a career field with little chance for automation, so with the proper training and skills, HR has excellent longevity in the changing job market.

Choosing right career is changing the life of the individual and being successful person in all sort of career in their life. Career development consists of the personal actions one undertakes to achieve a career plan.

5.2 CAREER DEVELOPMENT

Career development is "an ongoing process by which individual's progress through a series of stages, each of which is characterized by a relatively unique set of issues, themes, and tasks." Career developments involve *two distinct processes*: career planning and career management. Career planning involves activities performed by an individual, often with the assistance of counselors and others, to assess his or her skills and abilities in order to establish a realistic career plan. Career management involves taking the necessary steps to achieve that plan, and generally focuses more on what the organization can do for foster employee career development. There is a strong relationship between career development and T&D activities. Career plans can be implemented, at least in part, through an organization's training programs. In this chapter we will see the career plan of the human resources and the specific activities required for that.

5.3 CAREER PLANNING

Career planning is the process of enhancing an employee's future value. A career plan is an individual's choice of occupation, organization and career path.

5.3.1 DEFINITION

Career planning is defined as "a deliberate process of 1) becoming aware of self, opportunities, constraints, choices, and consequences, 2) identifying career-related goals, and 3) programming work, education, and related developmental experiences to provide the direction, timing, and sequence of steps to attain a specific career goal." Viewed in this way, career planning is an activity performed by the individual to understand and attempt to control his or her own work life. The individual need not perform these activities alone. Assistance from counselors, supervisors, and others within and outside the organization can be helpful, but the focus of career planning is on the individual.

Career planning is the systematic process by which one selects career goals and the path to these goals. From the organization's viewpoint, it means helping the employees to plan their career in terms of their capacities within the context of organization's needs.

According to *Scheimerborn, Hunt, and Osborn*, 'Career planning is a process of systematically matching career goals and individual capabilities with opportunities for their fulfillment'.

Career planning encourages individuals to explore and gather information, which enables them to synthesize, gain competencies, make decisions, set goals and take action. It is a crucial phase of human resource development that helps the employees in making strategy.

Basic Features of Career Planning:
1. It is an ongoing process,
2. It helps individuals develop skills required to fulfill different career roles
3. It strengthens work-related activities in the organization.
4. It defines life, career, abilities, and interests of the employees.
5. It can also give professional directions, as they relate to career goals.

Objectives of Career Planning:
The major objectives of career planning are as follows:
1. To identify positive characteristics of the employees.
2. To develop awareness about each employee's uniqueness.
3. To respect feelings of other employees.
4. To attract talented employees to the organization.
5. To train employees towards team-building skills.
6. To create healthy ways of dealing with conflicts, emotions, and stress

Benefits of Career Planning:
1. Career planning ensures a constant supply of promotable employees.
2. It helps in improving the loyalty of employees.
3. Career planning encourages an employee's growth and development.
4. It discourages the negative attitude of superiors who are interested in suppressing the growth of the subordinates.
5. It ensures that senior management knows about the caliber and capacity of the employees who can move upwards.
6. It can always create a team of employees prepared enough to meet any contingency.
7. Career planning reduces employees' turnover.
8. Every organization prepares succession planning towards which career planning is the first step.

5.3.2 Career Planning and Employee Needs

In recent decades, career development has seen a shift in the way it is approached. Traditionally, it was up to an organization to ensure that

its employees had the skills to meet the company's long term goals. Now, however, employees advocate that they are and should be responsible for their own career development.

This shift has changed the way that organizations handle career development. Career development is viewed today as a kind of partnership with employees. It is also a key component of a company's attraction and retention strategy. Many candidates will not consider employment with an organization unless it offers career development as a basic component of its culture.

From an individual's point of view there is a number of different things that can happen in career planning. You will be able to get an understanding of what the career you are considering has to offer. Or, if you are unsure of what you would like to learn and do, you can take a wide variety of testing solutions that will help you to determine what you are interested in as well as careers that you are talented for.

You will also find that in some college level classes of career planning you will be able to learn about many different careers and test your hand at what they have to offer you. This is an excellent way to see what's out there. If you are a college student and planning to have a great career, you will need to develop tangible career goals, which will enable you to reach your coveted career position.

Factors deciding Career planning:

The employee needs of the career planning typically include the following:

1. Current job: Does the employee have the skills to meet the responsibilities of their current job?
2. Gaps: Assess the person's current levels of competency and their future requirements. This will reveal what gaps need to be addressed to develop their skills so they can meet future job requirements
3. Future aspirations: Where does the employee see themselves in the future? What business results do they hope to achieve?
4. Career plan: Develop a roadmap that enables the employee to acquire the skill set needed for their current job and for the future. Use a career plan template as part of the performance review process. The template should include:
   - Areas of development
   - Development goals:
   - Action steps
- Expected completion date
   - Obstacles and solutions
   - Evaluation criteria

Career planning is the self-evaluation & planning done by a person to have a strong career path. Career planning process in the continuous reiterative process of understanding oneself, setting career goals, revising skills and searching for the right career options.

5.3.3 PERSONNEL DEPARTMENT AND CAREER PLANNING

CAREER PLANNING PROCESS IN THE COMPANY LEVEL

The career planning process involves the following steps:

1. **Identifying Individual Needs and Goals:**

Refers to the reorganization of the career goals of individuals. Most individuals do not have a clear-cut idea about their career objectives, anchors, and goals. Thus, the human resource professionals of organizations must help the employees by providing as much information as possible. The career planning professionals should counsel the employees on matters such as the kind of work that suits the employees, after taking into consideration their skills, experience, and aptitude.

Such assistance is extended through workshops or seminars, where the employees are subjected to psychological testing and simulation exercises. The basic purpose of such exercises is to guide the employees in determining what they should do to build and advance their careers within an organization. Workshops and seminars may increase employees' interest in career planning by helping them to set career goals, identify career paths, and uncover specific career development activities.

2. Analysing Career Opportunities:

Refers to the careful examination of career paths available to employees after identifying their career aspirations. Career paths show the possibilities of career progression and indicate the various positions that employees can hold in the organization over a period of time, if they perform well. Career paths change over time in tune with employees' needs and organizational requirements.

3. Aligning Needs and Opportunities:

Refers to highlighting and aligning the gaps between the employees' needs and the opportunities provided by the organization. The alignment of needs and opportunities consists of two steps, namely identifying the potential of employees and aligning employee needs with organizational opportunities.

The potential of employees can be accessed through performance appraisal, which reveals the need for further training for some employees After identifying the potential of employees, certain development techniques, such as special assignments, planned position rotation, supervisory coaching, job enrichment, and understudy programs, can be undertaken to upgrade their knowledge and skills.

4. Formulating Action Plans and Performing Periodic Review:

Refers to designing the actions plans and reviewing periodic performance for the career development of an individual. After initiating the preceding steps, it is necessary to review the whole career plan and its implementation.

The formulation of action plans helps the employees in determining the direction of their career paths, the changes required in their careers and the skills needed to face new and emerging organizational challenges. It is also necessary from an organizational standpoint to find out how employees are doing, what are their goals and aspirations, and whether the career paths are in tune with individual needs and serve the overall corporate objectives.

STEPS IN CAREER PLANNING AT SUBORDINATE LEVEL

Career planning process is an important aspect for an individual's career development. Some of the basic steps in a career planning process are:

1. Self-Assessment: The first step in the process is self-assessment to be done by the individual to understand his or her skills, areas of interest etc.
2. Research on Careers: The second step in the process is to understand the career options, companies available, growth options in career etc.
3. Set Career Objectives: The next step in the career planning is to set short-term as well as long-term career goals for oneself, and to have a clear career path.
4. Learn & Improve Skills: The fourth step in the process is to keep acquiring new skills and knowledge to be in line with career objectives and with industry requirements.
5. Preparation of CV: The next step in the planning process is to be fully prepared in terms of CV, cover letter, recommendations etc.
6. Job Search: The sixth step is to short-list the companies where an individual is seeking a job & start applying.
7. Revise Career Goals: The last step in the career planning process is to continuously evaluate the career goals and again do a self-assessment to build a strong career path.

The three steps in creating a career goal are:

1. Test, examine and identify all those personal values before arriving at a career goal. Check out for any loopholes and deficiencies in your understanding of the real situation. Be specific to define any problems or potential obstacles to reach the goal. Never deceive yourself by deducing wrong or improper conclusions.

2. Assign, identify, pool and use correct information; wrong information may create havoc at a later date. Thus you may need to accumulate only relevant and rational data and information while choosing your career goals.

3. Develop, understand and use an effective action strategy for transforming all those information in to action. This step is almost like the heart of your career goal setting, as you will consider all practical aspects of career goal setting.

5.4 SUM UP

The Human Resource development functions necessarily fulfill the requirement of the each and every element of the organization in a splendid manner. Subsequently the HRD managers can build the employees' talents and skills towards equipping themselves to reap success in their life and supports for the development of the company. Only professionals are succeeding in this field to build the energetic industrial society and human elements in the organization. For achieving this he/she has to take painful, restless, tedious, dynamic steps to energize them. So as a Professional course learner, this university giving an opportunity to enhance your skills required for managing such task in future.

5.5 UNIT- END EXERCISES

1. What is Career Development?.

2. How would you decide your career goals?
3. Define Career Planning and Highlight its features and objectives.
4. What is the role of personnel Department in Career Planning?
5. How do you draw a career policy for the employees?

5.6 ANSWER TO CHECK YOUR PROGRESS

1. Choosing right career is changing the life of the individual and being successful person in all sort of career in their life.
2. A career is sequence of separate but related work activities that provide continuity, order and meaning to a person's life
3. The potential of employees can be accessed through performance appraisal
4. Career planning reduces employees' turnover.

5.7 SUGGESTED READINGS

1 Arun Kumar and R. Sharma(2000), Principles of Business Management. Atlantic Publisher, New Delhi
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UNIT - VI CAREER EDUCATION

Structure

6.1 INTRODUCTION

Career plans start with the self-assessment based on the information you have which are mostly educational accomplishments, activities, experiences, and other achievements in various areas. In setting up your career plans the best advice is to be flexible but don't be influenced yourself by the crowd. In other words be flexible but not too rigid. As things, circumstances and environmental conditions change, one must be prepared to make necessary adjustments accordingly. Career involves a series of decisions, continually adding new inputs and information since conditions do change. Good career allows people to follow their hobbies and interests to live a more enriching and satisfying life. Money and Good financial health may not be everything in life but it too is a given reality of life that money is big thing to have.

6.2. CAREER EDUCATION

Career education refers to both a historical education reform movement and an evolving concept that reflects a process of bringing occupational

relevance to academic curriculum and informing adolescents about themselves and the world of work.

6.2.1 DEFINITION

The Oxford English Dictionary defines the word "career" as a person's "course or progress through life (or a distinct portion of life)". This definition relates "career" to a range of aspects of an individual's life, learning, and work.

A career has been defined by organizational behavior researchers as "an individual's work related and other relevant experiences, both inside and outside of organizations that form a unique pattern over the individual's life span."

Career education often refers to vocational training for a specific job field. Instead of focusing on academic subjects, a student learns the tools of an occupation through hands-on training.

Career education and guidance play an important role in curriculum that supports:

1. Students' Interests, Strengths And Aspirations
2. Students' Achievements
3. Students At Risk of Poor Outcomes
4. Students making informed decisions about their subject choices and pathways.

Career education is one element of the complex issue of young people's transition from school to employment, training or further education. In recent years there has been significant activity in addressing the range of issues associated with effective management of transitions between school and post-school destinations. The Committee notes that school-based career education must take place in the context of a wider framework of support and information services, not all of which can be adequately explored in this report. Some reference will be made to various programs but the focus of the chapter is on career education delivered within schools, particularly as it relates to and impacts on vocational education.

6.2.2 COMMON FRAME WORK FOR CAREER EDUCATION

A commonly used framework for careers education is DOTS which stands for decision learning (D), opportunity awareness (O), transition learning (T), and self-awareness (S). Oftentimes, higher education is thought of as being too narrow or too researched based and lacking of a deeper understanding of the material to develop the skills necessary for a certain career.

Some US based research shows adding one year of schooling beyond high school creates an increase of wages 17.8% per worker. However, additional years of schooling, beyond 9 or 10 years, have little effect on worker's wages. In summary, better educated, bigger benefits. In 2010, 90% of the U.S. Workforce had a high school diploma, 64% had some college, and 34% had at least a bachelor's degree.

The common problem that people may encounter when trying to achieve an education for a career is the cost. The career that comes with the education must pay well enough to be able to pay off the schooling. The benefits of schooling can differ greatly depending on the degree (or

certification) obtained, the programs the school may offer, and the ranking of the school. Sometimes, colleges provide students more with just education to prepare for careers. It is not uncommon for colleges to provide pathways and support straight into the workforce the students may desire. Much career support is delivered face-to-face, but an increasing amount of career support is delivered online.

6.2.3 PURPOSES FOR CAREER EDUCATION

Career education is also distinct from vocational education (now known as career and technical education), although in recent years this distinction has blurred considerably. Public vocational education was originally established in the early 1900s to prepare young people for the world of work. From its inception, a clear distinction was made between vocational and academic education, with vocational education emphasizing entry-level work skills for youth deemed non-college bound, displaying special learning needs, or otherwise placed at risk of school failure.

Career education and guidance is an inherent element of every school's provision of a rich and balanced education. It also aims to develop the career management competencies that will equip students to manage their career pathways and opportunities throughout their lives.

The main purpose of Career Education can be described as a comprehensive, developmental program designed to assist individuals in making and implementing informed educational and occupational choices. In simple words, it is a journey on which people develop to make mature and informed decisions.

Career Education is needed to help or organize ones thoughts and ideas on career related decisions. It can boost the morale and confidence and give new directions to the students which will be beneficial for the whole society.

6.2.4 CAREER SUPPORT

There are a range of different educational, counseling, and human resource management interventions that can support individuals to develop and manage their careers. Career support is commonly offered while people are in education, when they are transitioning to the labour market, when they are changing career, during periods of unemployment, and during transition to retirement. Support may be offered by career professionals, other professionals or by non-professionals such as family and friends. Professional career support is sometimes known as "career guidance" as in the Organization for Economic Co-operation and Development (OECD) definition of career guidance stated that, "The activities may take place on an individual or group basis, and may be face-to-face or at a distance (including help lines and web-based services). They include career information provision (in print, ICT-based and other forms), assessment and self-assessment tools, counseling interviews, career education programmes (to help individuals develop their self-awareness, opportunity awareness, and career management skills), taster programmes (to sample options before choosing them), work search programmes, and transition services."

However this use of the term "career guidance" can be confusing as the term is also commonly used to describe the activities of career counselors.

Provision of career support

Career support is offered by a range of different mechanisms. Much career support is informal and provided through personal networks or existing relationships such as management. There is a market for private career support however the bulk of career support that exists as a professionalized activity is provided by the public sector.

TYPES OF CAREER SUPPORT

Key types of career support include:

Career information describes information that supports career and learning choices. An important sub-set of career information is labour market information (LMI), such as salaries of various professions, employment rate in various professions, available training programs, and current job openings.

Career assessments are tests that come in a variety of forms and rely on both quantitative and qualitative methodologies. Career assessments can help individuals identify and better articulate their unique interests, personality, values, and skills to determine how well they may match with a certain career. Some skills that career assessments could help determine are job-specific skills, transferable skills, and self-management skills. Career assessments can also provide a window of potential opportunities by helping individuals discover the tasks, experience, education and training that is needed for a career they would want to pursue. Career counselors, executive coaches, educational institutions, career development centers, and outplacement companies often administer career assessments to help individuals focus their search on careers that closely match their unique personal profile.

Career counseling assesses people's interests, personality, values and skills, and helps them to explore career options and research graduate and professional schools. Career counseling provides one-on-one or group professional assistance in exploration and decision making tasks related to choosing a major/occupation, transitioning into the world of work or further professional training.

Career education describes a process by which individuals come to learn about themselves, their careers and the world of work. There is a strong tradition of career education in schools, however career education can also occur in a wider range of other contexts including further and higher education and the workplace.

6.2.5 CAREER GUIDANCE Vs CAREER COACHING

The word career education is widely used in Career Guidance and Career coaching and vice versa. But everyone having its own distinct features for flourishing the individual's inheritant skills to come out and decide their career on their own. Let's see the difference of such words what we are interchangeably using in our day to day life.

Career guidance can be defined as a comprehensive, developmental program designed to assist individuals in making and implementing informed educational and occupational choices. In simple words, it is a journey on which people develop to make mature and informed decisions. Career Guidance is designed for people who want to find new opportunities in working life

Career coaching is an industry that has grown exponentially in the last decade. The goal of career coaching is to empower professionals by helping them make informed decisions about their trajectory. It's a solution-based approach to career decisions. Career coaches focus on results, actions and accountability. Career coaches assist their clients in identifying personal goals, developing leadership skills and planning career moves. They also hold workshops, network and maintain relationships to actively promote career opportunities.

A more formal definition of career coaching from the International Federation of Coaching (ICF) states that a career coach partners with you in a thought-provoking and creative process that inspires you to maximize your personal and professional potential. Coaches honor you as the expert in your life and work and believe you are creative, resourceful and whole. Standing on this foundation, the coach's responsibility is to:

➢ Discover, clarify, and align with what you want to achieve
➢ Encourage self-discovery
➢ Elicit solutions and strategies
➢ Hold you responsible and accountable

This process helps clients dramatically improve their outlook on work and life, while improving their leadership skills and unlocking their potential. Career coaches help you achieve that rewarding career through goal setting and action planning. Goals may include:

➢ land a higher paying job
➢ find a career that I love and is aligned with my values
➢ earn a promotion
➢ feel more connected to one's own career
➢ spend more time at home
➢ ace a job interview and get an offer
➢ reduce stress

Achieving your career goals can lead to positive changes in all areas of your life. Coaching empowers and educates you on how to take charge of your career and achieve the success you've dreamed of.

6.2.6 METHODS OF CAREER EDUCATION

Career Education processes the exploration of the World of Work and to teach the skills the work force to plan their career and ways to achieve the same in a organized way. The planning and execution is to be well organized by them when they are having sound career education. Some occasion these people are role model for the younger one's for deciding their careers. So seeding right one with good spirit in the mind is always yielding better prospects in any segment. The methods of career education are as follows..,

➢ Teaching labor market changes and complexity of the workplace
➢ Broadening knowledge, skills, and abilities
➢ Improving decision making skills
➢ Increasing self-esteem and motivation
➢ Building interpersonal effectiveness
➢ Maximizing career opportunities
➢ Improving employment marketability and opportunities
➢ Promoting effective job placement

> ➤ Strengthening employer relations

6.2.7 CHANNELS OF CAREER EDUCATION

In India, the career education is giving in everywhere in lieu with their education, employment, collateral contacts, government source, NGOs, mentors, Parents, in every walk of life for deciding their career. The education field is most vibrant field among them to decide the one's own career from elementary, junior and senior high schools, community colleges, technical institutes, universities, career resource centers, correctional facilities, community-based organizations, human services agencies, community and business organizations, skill clinics, employment and placement services. Now Government of India is promoting National Skill Development Corporation of India for creating knowledge base among the youth and deserved to be world's largest population of youth and leads to be world leader in knowledge power.

The most-used career education methods overall are:

1. Traditional training courses (78 percent)
2. E-Learning (70 percent)
3. Special projects or situational challenges (58 percent)
4. 360 feedback and/or assessments (51.5 percent)
5. Continuing education (51.5 percent)

6.2.8 CAREER CHOICE AND CAREER DECIDE

According to Behling and others, an individual's decision to join a firm may depend on any of the three factors viz. objective factor, subjective factor and critical contact.

Objective factor theory assumes that the applicants are rational. The choice, therefore, is exercised after an objective assessment of the tangible benefits of the job. Factors may include the salary, other benefits, location, opportunities for career advancement, etc.

Subjective factor theory suggests that decision making is dominated by social and psychological factors. The status of the job, reputation of the organization, and other similar factors plays an important role.

Critical contact theory advances the idea that a candidate's observations while interacting with the organization plays a vital role in decision making. For example, how the recruiter keeps in touch with the candidate, the promptness of response and similar factors are important. This theory is more valid with experienced professionals.

These theories assume that candidates have a free choice of employers and careers. In reality, the scarcity of jobs and strong competition for desirable jobs severely skews the decision-making process. In many markets, employees work particular careers simply because they were forced to accept whatever work was available to them. Additionally, Ott-Holland and colleagues found that culture can have a major influence on career choice, depending on the type of culture.

When choosing a career that's best for you, according to US News, there are multiple things to consider. Some of those include: natural talents, work style, social interaction, work-life balance, whether or not you are looking to give back, whether you are comfortable in the public eye, dealing with stress or not, and finally, how much money you want to make. If choosing a career feels like too much pressure, here's another option:

pick a path that feels right today by making the best decision you can, and know that you can change your mind in the future. In today's workplace, choosing a career doesn't necessarily mean you have to stick with that line of work for your entire life. Make a smart decision, and plan to re-evaluate down the line based on your long-term objectives.

6.2.9 REASONS FOR CAREER CHANGING.

1. The downsizing or the restructuring of an organization
2. New challenges or opportunities that arise
3. Poor or ineffective leadership
4. Having a poor relationship with a manager(s)
5. For the improvement of work/life balance
6. Contributions are not being recognized
7. For better compensation and benefits
8. For better alignment with personal and organizational values
9. Personal strengths and capabilities are not a good fit with an organization
10. The financial instability of an organization
11. An organization relocated

6.3 INFORMATION ON CAREER PLANNING

Career planning is an integral part of human resource management. It to ensure that promising employees are given a sequence of experience that will equip them level of responsibility and to provide individuals with potential with the guidance and encouragement they may need if they are to fulfill their potential. The extent to which careers can be panned is restricted by the factors like forecast of replacement needs, assess long-term potential or provide an appropriate sequence of experience. Career planning is a very useful tool of developing personnel for future assignments and also of motivating the personnel to take active interest in heir .sth and development.

Career planning is not an activity that should be done once in each stage and then left behind as move forward in our jobs and careers. Career planning is an activity that is best done on a regular basis especially given the data that the average worker will change careers (not jobs) multiple times over his or her lifetime. And it's never too soon or too late to start your career planning. Career planning is not a hard activity, not something to be dreaded or put off, but rather an activity should be liberating and fulfilling, providing goals to achieve in your current career or plans for beginning a transition to a new career. Career planning should be a rewarding and positive experience.

6.3.1 REQUIREMENTS FOR CAREER PLANNING

Wrether and Davis defined various requirements for career planning.

A **career path** is the sequential pattern of jobs that form a career.

Carrier goals are the future positions one strives for.

Carrier planning is the process by which one selects carriers goals and the path to these goals.

Carrier development is those personal improvements one undertakes to achieve a personal career plan.

Career management is the process of designing and implementing goals, plans and strategies to enable the organization to satisfy employee needs while allowing individuals to achieve their career goals.

CAREER PLANNING

Career Planning assumed greater significance with the tremendous growth and knowledge, phenomenal increase in educational and training facilities and widespread increase in job opportunities. Similarly, organizational career planning also gained importance with the change in technology, human needs, values and aspirations, increase in organizational size, complexity and number of openings at different levels. Career planning is an excellent way to prepare for what the world ahead has to offer you. While many people find that career planning is something that is done in college, it can be and should be done throughout life as a way of making sure that you are on the right track. There are many opportunities to get the planning that you need. In fact, it can start a long time before college as well. So, what can career planning do for you? To start, we need to understand when you can get career planning started. You can find a wide range of options right from the high school level. The career planning can and does happen as an introduction to college as well as all through college. But, you can also take advantage of services long after you have graduated. Career planning can happen anytime.

What happens in career planning?

From an individual's point of view there is a number of different things that can happen in career planning. You will be able to get an understanding of what the career you are considering has to offer. Or, if you are unsure of what you would like to learn and do, you can take a wide variety of testing solutions that will help you to determine what you are interested in as well as careers that you are talented for. You will also find that in some college level classes of career planning you will be able to learn about many different careers and test your hand at what they have to offer you. This is an excellent way to see what's out there. If you are a college student and planning to have a great career, you will need to develop tangible career goals, which will enable you to reach your coveted career position. But if someone asks you about your career goals, do you have a concrete answer for that tricky question? Most of us have a tough time answering this dicey question. When you have a right career goal and a clear cut action plan to achieve those goals, you are probably on your way to a career success.

How easy is to develop a career goal? With right attitude and mind, anyone can create a career goal for future success in life. Choosing your preferred career is a dynamic decision, which is a continuously ongoing process, demanding your dedication and attention. You may also need to apply your knowledge of self, academic interest, professional acumen, financial obligations and physical requirements. It also demands your power to apply some tricky logistical techniques and work ethics to reach some sort of career goals.

The three steps in creating a career goal are:
1. Test, examine and identify all those personal values before arriving at a career goal. Check out for any loopholes and deficiencies in

your understanding of the real situation. Be specific to define any problems or potential obstacles to reach the goal. Never deceive yourself by deducing wrong or improper conclusions.

2. Assign, identify, pool and use correct information; wrong information may create havoc at a later date. Thus you may need to accumulate only relevant and rational data and information while choosing your career goals.

3. Develop, understand and use an effective action strategy for transforming all those information in to action. This step is almost like the heart of your career goal setting, as you will consider all practical aspects of career goal setting.

Once you have prepared these guidelines, you will plunge into creating a concrete action plan to achieve your goals. The following guidelines will help you to create a foolproof action plan:

1. State the problem and its objectives in clear terms.
2. Define your goal in your own words.
3. Prepare a temporary action plan containing every essential step.
4. Get ready with several alternatives and choices.
5. Now develop a solid final action plan to achieve your career goals. Be prepared to change the plan midway to suit to any changing conditions.
6. Set up mid term appraisal studies to check any deviations
7. Replace old decisions with new, more practical decisions.

When you are through the college, create excellent resume and credential reports to provide them to your future employers. If you are not interested in a job and if you want to set up your own business, get ready for the action as a final plunge to chase that elusive career goal.

Career planning is important because it allows you to be able to get a good idea of what you would like to do with your life. Counselors and teachers can help you to find the answers that you need to your questions and give you options to consider. Career planning can help anyone, at anytime in their lives to find solutions to their needs. Beyond being able to help you plan for the classes you will take, career planning can help you to begin your future.

6.3.2 NEED FOR CAREER PLANNING

Prof. Subba Rao described the need for career planning due to the following reasons:

1. To attract competent persons and to retain them in the organization.
2. To provide suitable promotional opportunities.
3. To enable the employees to develop and make them ready to meet future challenges.
4. To increase the utilization of managerial reserves within organization.
5. To correct employee placement.
6. To reduce employee dissatisfaction and turnover.
7. To improve motivation and morale.

6.3.3 CAREER PLANNING PROCESS FOR AN INDIVIDUAL

A career planning process involves the following steps:

1. Self Assessment

The first and foremost step in career planning is to know and assess yourself. You need to collect information about yourself while deciding about a particular career option. You must analyze your interests, abilities, aptitudes, desired lifestyle, and personal traits and then study the relationship between the career opted for and self.

2. Goal Setting

Set your goals according to your academic qualification, work experience, priorities and expectations in life. Once your goal is identified, then you determine the feasible ways and objectives how to realize it.

3. Academic/Career Options

Narrow your general occupational direction to a particular one by an informatory decision making process. Analyze the career option by keeping in mind your present educational qualifications and what more academic degrees you need to acquire for it.

4. Plan of Action

Recognize those industries and particular companies where you want to get into. Make the plan a detailed one so that you can determine for how many years you are going to work in a company in order to achieve maximum success, and then switch to another. Decide where you would like to see yourself after five years and in which position.

5. Catch Hold of Opportunities

Opportunity comes but once. So, whenever you get any opportunity to prove yourself and get into your desired career, try to convert it in every way for suiting your purpose. Remember, a successful professional is also quite opportunistic in his moves, examining every opening to turn to his favour.

6.3.4 ADVANTAGES OF CAREER PLANNING

Prof. Subba Rao divided the advantages of career planning for individuals and for organizations.

For Individuals:

1. The process of career planning helps the individual to have the knowledge of various career opportunities, his priorities etc.
2. This knowledge helps him select the career which is suitable to his lifestyles, preferences, family environment, scope for self-planning
3. It helps the organization identify internal employees who can be promoted.
4. Internal promotions, up-gradation and transfer motivate the employees, boost up their morale and also result in increased job satisfaction.
5. Increased job satisfaction enhances employee commitment and creates a sense of belongingness and loyalty to the organization.
6. Employees will await his turn of promotion rather than changing to another organization. This lowers employee turnover.
7. It improves employee's performance on the job by tapping their potential abilities and further employee growth.
8. It satisfies the employee's esteem needs.

For Organizations:

A long term focus of career planning and development will increase the effectiveness of human resource management. More specifically, the advantages of career planning and development for an organization include:

1. Efficient career planning and development ensures the availability of human resources with required skills, knowledge and talent;
2. The efficient policies and practices improve the organization's ability to attract and retain highly skilled and talented employees.
3. Proper career planning ensures that the women and people belonging to backward communities get opportunities for growth and development.
4. The career plan continuously tries to satisfy the employee's expectations and as such minimizes employee's frustration.
5. By attracting and retaining the people from different cultures, enhances cultural diversity.
6. Protecting employee's interest results in promotion organizational goodwill.

6.4 CAREER COUNSELING

Career counseling is a specific counseling designed to help with choosing, changing, or leaving a career and is available at any stage in life. A career counselor can help by outlining and discussing one's potential career options. Career Counseling refers to that professional relationship where the clients are helped to select, prepare to enter and function effectively in an occupation.

According to E.G. Williamson (1939) client problems could be classified into four categories viz. no choice, uncertain choice, unwise choice and discrepancy between interests and aptitudes. process of counseling in these context is very much similar to that in general counseling because the development choice and establishment of a career are closely related to social and environmental influences and personality development.

Client problems are identified and clarified through establishment of rapport and on the basis of information so gathered, the counselor forms a tentative hypothesis. Client problem resolution is then accomplished with the help of the counselor followed by evaluation. The major difference being that in career counseling additional information is gathered in occupational areas. Occupational history is reviewed, resort to occupational testing if need be and exploration of occupation and training possibilities are made. Finally decisions about career choice or development are taken.

Career Counseling though primarily confined to education in India, it has wide scope in community agencies and business for employee counseling and assistance programmes. Also specialized counselors do placement work and vocational rehabilitation counseling to help disadvantaged or handicapped persons with respect to jobs. Considerable research gone into this field shows that career counseling is generally beneficial.

6.4.1 Key Components of Successful Career Counseling Programs

A planned sequence of activities and experiences to achieve specific competencies such as self-appraisal, decision making, goal setting, and career planning

1. Accountability (outcome oriented) and program improvement (based on results of process/outcome evaluations)
2. Qualified leadership
3. Effective management needed to support comprehensive career guidance programs
4. A team approach where certified counselors are central to the program
5. Adequate facilities, materials, resources
6. Strong professional development activities so counselors can regularly update their professional knowledge and skills
7. Different approaches to deliver the program such as outreach, assessment, counseling, curriculum, program and job placement, follow-up, consultation, referral

KEY COMPONENTS OF SUCCESSFUL CAREER COUNSELLING

The content of career counseling includes:

1) Employee's goals, aspirations and expectations with regard to future career,
2) The manager's views about the future opportunities,
3) Identification of employee's attempts for self-development.
4) Career Development Workshops – Managements should conduct career development workshops. There workshops help for resolving misperceptions. Entry workshops help for orientation and socialisation activities. Mid-career workshops help the employees with the same background and length of service. Late-career workshops are helpful for the employees preparing for retirement, employees who are frustrated over unfulfilled career goals.
5) Continuous education and training help the employees to reduce the possibilities of obsolete skills. In fact, continuous education and development are highly essential for career planning and development. Competency- based training approaches are best for career development.
6) Periodic Job Changes – In the modern business, the proverb, "rolling stone gathers no moss" has a little relevance. In fact, the rolling stone gathers moss. The technique of job rotation helps the employees to acquire the organisational Knowledge, and Knowledge about different jobs and departments.

Ultimately, the employee gains confidence of working efficiently under any environment. The periodic job changes offer diverse and expanded range of experiences that the future job will demand. Thus, this technique prepares the employee for the future careers.

BENEFICIARIES OF CAREER GUIDANCE AND COUNSELING PROGRAMS

Everyone gets benefits at the time of requirement to heal their distressed minds. Mainly the persons like youth and adults, male and female, disabled, disadvantaged, minorities, limited English proficient,

incarcerated, dropouts, single parents, displaced homemakers, trainers, administrators, parents and employers.

6.4.2 Importance of Counseling Programs

1. Ensures qualified leadership and supervision
2. Continues expenditures for program support
3. Ensures program quality and effectiveness
4. Requires career development and activities for special populations
5. Promotes counselor training and retraining
6. Encourages elimination of sex bias and stereotyping
7. Strengthens tech prep programs through recruitment, retention and placement

Guidance and counseling terms have been in use interchangeably. Laymen and sometimes even counselors use these terms as if they are synonymous. Both counseling and guidance are mutually related processes but not the same. Guidance is a more comprehensive process which includes counseling. Guidance services include many other services apart from counseling. We may say that counseling is the most specialized and most important service in the whole guidance programme.

Counseling is sometimes confused with advice giving. It is necessary to dispel this confusion. Advice is sought with the conviction of being told what to do and advice is given with the expectation that what is told will be done. The person seeking advice is not really responsible for the course of action and the consequence there of. It is not always necessary for the individual to understand all factors related to his/her action. In counseling on the other hand the very understanding of all related factors is the crucial matter. Moreover, in advice giving the advisor is making decisions for the individual where as in counseling; decision making is wholly the responsibility of the counselee. Therefore, the counselor is fully responsible for his/her actions too. Advice giving may be an incident and will be over in a brief meeting. But counseling is a process.

6.5 SUM UP

Country's wealth is decided by the knowledge power of youth said by Swami Vivekananda. So if we aren't train such people we will not be a position lead the knowledgeable society. Career Education is playing the vital role for deciding knowledge wealth of the country. Hence the Government has decided to implement that through PAN INDIA, SKILL INDIA, DigiIndia Standup India, Startup India and etc.., Career Education is needed to help or organize ones thoughts and ideas on career related decisions. It can boost the morale and confidence and give new directions to the students which will be beneficial for the whole society. A career counselor can help by outlining and discussing one's potential career options. A good mentor creates modern energetic world in manufacturing sectors is proved in the most of the precedents in the Industrial Progress.

6.6 UNIT- END EXERCISES

1. Identify the importance of Career education.
2. Being an HRD Professional how do you guide your subordinates in industrial productions?
3. What are needs for career planning?
4. What are key components of counseling programmes in MNCs?
5. Narrate the methods of Career Education.

6.7 ANSWER TO CHECK YOUR PROGRESS

1. Career education and guidance is an inherent element of the individual.
2. Career education often refers to vocational training for a specific job field.
3. The education field is most vibrant field among them to decide the one's own Career.
4. Guidance and counseling terms have been in use interchangeably and sometimes confused with the beneficent.

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UNIT - VII CAREER DEVELOPMENT

Structure

7.1 INTRODUCTION

A career is a sequence of all the jobs that are held during one's working life. Career planning is an integral part of human resource management. It aims to ensure that promising employees are given a sequence of experience that will equip them higher level of responsibility and to provide individuals with potential with the guidance and encouragement they may need if they are to fulfill their potential.

Employee career development is an initiative taken by companies to enable the training and growth of employees within the organization. In short, it benefits both the employer and the employee. Employee career development has emerged as a significant driver of engagement and retention.

7.2 MEANING - CAREER DEVELOPMENT

Career development is essential for implementation of career plan. While career plan sets career path for an employee, career development ensures that the employee is well developed before he moves up the next higher ladder in the hierarchy.

Therefore, some of the programmes may be common for those but their orientation may be different in terms of time perspective. For successful and effective career development, employee training and development should be compatible with an individual's career development in the organization.

Generally organizations assess the annual performance of their employees for a number of reasons. These include, reward them for good performance or reprimand them for failing to meet their set standards. In addition to

exercising these judgments, the employees are also taken through the promotional, de-motional, re-arrangement and replacement exercises. Some creative organizations engage in other kinds of exercises such as working out career plans, strategies, and development plans for their employees who indicate potential in order to keep their motivation sustained.

When it comes to whether retaining people or letting them go, organizations must engage in cost-benefit analysis. A section of human resource specialists may argue that it doesn't worth keeping the dead wood and it is better to let them go elsewhere. Instead, they can find better people in the market place.

On the other hand, there are some human resource executives who strongly feel that it is worth spending time, money, and effort to set up plans for developing their current employees who are already cultured into their organizations. The approach may very well depend on the labor market situation and the availability of needed human resources.

When we look at the cost and benefit of these two choices, companies are more inclined towards retaining and developing their existing employees whose background is known and they are already cultured into the organization.

But the challenge remains as to how companies grow them to develop their potential or overcome their weaknesses. This is where career plans and development come handy. Companies may have to spend time and effort to design and develop such plans. These efforts are important ingredients in the human resource activities of World-class organizations.

7.3   DEFINITIONS - CAREER DEVELOPMENT

Career development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future.

Career development is a process that takes place over the life span and on the assumption that biological, psychological, sociological, and cultural factors influence carrier choice, career changes, and career withdrawal across the stages of development.

Career development refers to a set of programmes designed to match an individual's needs, abilities, and career goals with current and future opportunities in the organization. Since career development focuses on future opportunities, it has essentially a long-term orientation.

Career development differs from employee development through training and development in terms of time perspective. While career development has long-term orientation covering the entire work-life of an individual, employee development has immediate and intermediate-term orientation.

7.4   MAIN   OBJECTIVES   OF   CAREER DEVELOPMENT

The main objective of career development is to ensure that people with appropriate qualifications and experiences are available when

needed. Career development is an integral aspect of career management with major emphasis being on the enhancement of employees' career which commensurate with the requirements of the organisation.

The focus of career development is on the following:

(i) Obtaining relevant information about individual employees' interests and preferences;

(ii) Matching individuals' career interests and aptitudes to job requirements;

(iii) Providing career path information to employees to enable them to make their career plans;

(iv) Providing financial inducements and facilities to employees for acquisition of new skills and capabilities;

(v) Developing a suitable T&D programme both within the organisation and outside to help employees improve their career.

7.5   IMPORTANCE OF CAREER DEVELOPMENT:

Both external and internal factors influence the need for career development. Among these factors, Slavenski and Buckner (1988) list the following:

➢ The need to identify and forecast human resource needs
➢ Social and demographic trends
➢ The changing nature of work
➢ Changing types of jobs
➢ Multicultural work force
➢ Worker productivity
➢ Technological changes and decreasing advancement opportunities
➢ Organizational philosophies and practices

7.6 INDIVIDUAL CAREER DEVELOPMENT

Individual Career Development:
Career progress and development is largely the outcome of actions on the part of an individual.

Some of the important steps that could help an individual cross the hurdles on the way 'up' may include:

a. Performance:

Career progress rests largely on performance. If the performance is sub-standard, even modest career goals can't be achieved.

b. Exposure:

Career development comes through exposure, which implies becoming known by those who decide promotions, transfers and other career opportunities. You must undertake actions that would attract the attention of those who matter most in an organisation.

c. Networking:

Networking implies professional and personal contacts that would help in striking good deals outside (e.g., lucrative job offers, business deals, etc.).

For years men have used private clubs, professional associations, old-boy networks, etc., to gain exposure and achieve their career ambitions.

d. Leveraging:

Resigning to further one's career with another employer is known as leveraging. When the opportunity is irresistible, the only option left is to resign from the current position and take up the new job (opportunity in terms of better pay, new title, a new learning experience, etc.). However, jumping too jobs frequently (job-hopping) may not be a good career strategy in the long run.

e. Loyalty to Career:

Professionals and recent college graduates generally jump jobs frequently when they start their career. They do not think that career-long dedication to the same organisation may not help them further their career ambitions.

To overcome this problem, companies such as Infosys, NIIT, WIPRO (all information technology companies where the turnover ratios are generally high) have come out with lucrative, innovative compensation packages in addition to employee stock option plans for those who remain with the company for a specified period.

f. Mentors and Sponsors:

A mentor is, generally speaking, an older person in a managerial role offering informal career advice to a junior employee. Mentors take junior employees as their protégés and offer advice and guidance on how to survive and get ahead in the organisation. They act as role models. A sponsor, on the other hand, is someone in the organisation who can create career development opportunities.

g. Key Subordinates:

Qualified and knowledgeable subordinates, often extend invaluable help that enables their bosses to come up in life. When the bosses cross the bridge, they take the key subordinates also along with them. In his own self-interest, the subordinate must try to find that winning horse on which he can bet.

h. Expand Ability:

Employees who are career conscious must prepare themselves for future opportunities that may come their way internally or externally by taking a series of proactive steps (e.g., attending a training programme, acquiring a degree, updating skills in an area, etc.).

ORGANISATIONAL CAREER DEVELOPMENT:

The assistance from managers and HR department is equally important in achieving individual career goals and meeting organisational needs.

A variety of tools and activities are employed for this purpose:

a. Self-Assessment Tools:

Here the employees go through a process in which they think through their life roles, interests, skills and work attitudes and preferences. They identify career goals, develop suitable action plans and point out obstacles that come in the way. Two self-assessment tools are quite commonly used in organisations.

The first one is called the career-planning workshop. After individuals complete their self-assessments, they share their findings with others in

career workshops. These workshops throw light on how to prepare and follow through individual career strategies.

The second tool, called a career workbook, consists of a form of career guide in the question-answer format outlining steps for realising career goals. Individuals use this company specific, tailor-made guide to learn about their career chances. This guide, generally throws light on organisation's structure, career paths, qualifications for jobs and career ladders.

b. Individual Counseling:

Employee counseling is a process whereby employees are guided in overcoming performance problems. It is usually done through face-to-face meetings between the employee and the counselor or coach. Here, discussions of employees' interests, goals, current job activities and performance and career objectives take place.

Counseling is generally offered by the HR department. Sometimes outside experts are also be called in. If supervisors act as coaches they should be given clearly defined roles and training. This is, however, a costly and time consuming process.

c. Information Services:

Employment opportunities at various levels are made known to employees through information services of various kinds. Records of employees' skills, knowledge, experience and performance indicate the possible candidates for filling up such vacancies.

For compiling and communicating career-related information to employees, organisations basically use four methods:

I. Job Posting System:

Job posting systems are used by companies to inform employees about vacancies in the organisation through notice boards, newsletters and other company publications.

II. Skills Inventory:

Skills inventories (containing employees' work histories, qualifications, accomplishments, career objectives, geographical preferences, possible retirement dates, etc.) are created to help organisations learn the characteristics of their workforces so that they can use the skills of their employees, whenever required.

Skills inventories also reveal shortage of critical skills among employees, which is helpful in tracing training needs.

III. Career Ladders and Career Paths:

Career paths and ladders throw light on career progression and future job opportunities in the organisation. They indicate a career plan complete with the goal, intermediate steps and time-tables for realising the goal.

Usually career paths for fast-track employees are laid down in most organisations outlining a series of career moves that these employees need to initiate in order to reach higher level positions.

IV. Career Resource Centre:

The career centre is a sort of library in the organisation established to distribute career development materials such as reference books, career manuals, brochures, newsletters and learning guides and self-study tapes.

V. Employee Assessment Programmes:

Employee assistance programmes help new recruits to adjust to the new work environment and colleagues. Such programmes include assessment centre, psychological testing, promotability forecasts and succession planning.

1. Assessment Centres:

A number of performance simulation tests and exercises (tests, interviews, in-baskets, business games) are used to rate a candidate's potential in assessment centre method. The performance on these exercises is evaluated by a panel of raters and the candidates are given feedback on their strengths and weaknesses. This feedback helps participants to assess where they stand and what is to be done to scale the corporate ladder in future.

2. Psychological Tests:

Diagnostic tests are used to help candidates determine their vocational interests, personality types, work attitudes and other personal characteristics that may uncover their career needs and preferences.

3. Promotability Forecasts:

This is a process of identifying employees with high career potential and giving them necessary training and thereby groom them for higher positions.

4. Succession Planning:

This is a report card showing which individuals are ready to move into higher positions in the company. The HR department keeps records of all potential candidates who could move into senior positions, whenever required.

VI. Employee Developmental Programmes:

These consist of skill assessment (explained above) and training efforts that organisations use to groom their employees for future vacancies. Seminars, workshops, job rotations and mentoring programmes are used to develop a broad base of skills as a part of such developmental activities.

VII. Career Programmes for Special Groups:

To take care of the needs of special groups such as dual career couples especially in knowledge based industries (a situation where both husband and wife have distinct careers outside the home) companies are coming out with schemes such as part-time work, long parental leave, child care centres, flexible working hours and promotions and transfers in tune with the demands of dual career conflicts.

Out placement assistance is extended to employees who are laid off for various reasons. In addition to holding workshops, outside experts are called in to show individuals how to focus on their talents, develop resumes and interview with prospective employers.

Special programmes are also organised for minorities, employees with disabilities, women and late career employees so that they can have clear career goals and action plans in line with organisational requirements.

Career Development – Programmes

Career development programme consists of all those activities through which an individual's career is developed. Since both organization and individual make efforts for an individual's development, there are two perspectives- organizational and individual. Organizational perspective

includes all those programmes which are organized and managed by the organization.

Individual perspective includes all those programmes which are managed by the individual himself. This is also known as self-development.

Following organizational programmes are relevant for career development:

1. Initial challenging tasks that enable employees to use their maximum possible competence.

2. Information dissemination to make employees aware about the working of the organization as a system.

3. Mentoring and coaching for continuous improvement of employees.

4. Training and development linked to career development.

5. Job rotation across the functional areas to appreciate functional linkages in the organization.

6. Allowing sabbatical and funding it to gain knowledge by the employees from outside the organization.

A. Career Counseling in Career Development Programme:

Counseling is interpersonal discussion with an individual who has a problem with emotional content in order to help him cope it better. Counseling has very wide application within and without organizational context. The basic objective of counseling in organizational context is to bring an employee back to his normal position from a position in which he is experiencing a problem or to enhance the self-image of the employee.

Career counseling is one of the several types of counseling that organizations adopt for betterment of their employees. Career counseling involves advising and guiding employees in their possible career paths and the direction in which they ought to be heading.

The need for career counseling arises when employees plan their careers and develop themselves for career progression in the organization.

The role of counseling in career development is as follows:

1. To Provide Guidelines for Self-Understanding:

One Chinese philosopher has said long back, "The most critical problem with us is that we don't know ourselves. As a result, either we overestimate or underestimate ourselves." Since employees are human beings, this statement holds good for them.

As a result, they tend to choose a career path and related development techniques which do not suit them or are not worthwhile for them in the long term. Career counseling tries to overcome this problem by suggesting them how to assess themselves objectively and what career paths and development techniques are best suited to them based on their strengths and weaknesses.

2. Develop Positive Thinking for Development:

Career counseling helps employees to develop positive thinking for development of their careers. Positive thinking refers to the persistent tendency to feel and behave in a favourable way towards any object or event including career development. With a positive thinking, employees may take various development programmes in a positive way. They may pick up the valuable contents from these

programmes and, with positive thinking towards themselves, they will apply these contents to develop their careers.

3. To Help Employees to Understand Organizational Dynamics:

In an organization, there are forces and dynamics continuously operating in its day-to-day operations such as meetings, other forms of group discussion, informal get together, etc. These provide learning opportunities to employees. Employees can develop themselves if they are aware about how to capitalize these opportunities.

Through career counseling, employees can be equipped to use these organizational dynamics to develop interpersonal skills, communication skills, and cognitive skills which contribute significantly in the long-term success of the employees.

4. To Help Employees to Enjoy Greater Personal Satisfaction:

Workplace is most enjoyable provided one is ready to take it in right perspective. When it is not taken in right perspective, workplace is treated as one of the worst places; it remains only a place for earning livelihood, and not a place of learning and development.

Workplace is the best place of learning and development because most of the learning and development take place on the job. Career counselling helps employees to develop this approach by advising and guiding them how to derive maximum personal satisfaction out of the work performance.

In fact, the latest theory of job satisfaction is "job performance leads to satisfaction and better job performance leads to better job satisfaction." When career counseling makes employees to understand it, it works as an energizer. The process is- performance leads to satisfaction and energizes for better performance; this induces to develop skills for better performance. This progression continues throughout the life.

B. Groups Needing Special Attention in Career Development Programme:

There are some groups of employees who need special attention in career development programme. These groups of employees are as follows- (i) woman employees, (ii) dual income families, (iii) scheduled caste/tribe employees, (iv) late career employees (v) ex-servicemen, and (vi) differently abled personnel.

These groups of employees need special attention in career development programme because they differ from other employees depending on the group to which they belong.

(i) Woman Employees:

Throughout the world, there is increasing role of woman employees, both in managerial cadre as well as in non-managerial cadre. In India too, this phenomenon is taking place.

Woman employees face the following types of problems at the workplace:

1. There is sexual harassment of woman employees at the workplace. According to Sexual harassment at workplace Act, any unwelcome sexual advances, requests for sexual favours, and other verbal or physical conduct of a sexual nature constitute sexual harassment when- (i) submission to such conduct is made, either explicitly or implicitly, a term or condition of

employment; or (ii) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or (iii) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

2. Another kind of problem that woman employees have to face is in the form of prejudices against woman employees. Though our Constitution provides that there will not be any discrimination on the basis of caste, creed, sex, or birth place, prejudices against women exist in the society as well as at workplaces. This is because of masculine or male-dominated society. A masculine society defines gender roles in more traditional way.

While the above problems are relevant for woman employees throughout the world, Indian woman employees are likely to face these problems more critically as India is a gender-biased nation. According to Gender Gap Index report 2016 prepared by World Economic Forum, India has only 68.3 per cent gender equality ranking 87th in the world.

On the four parameters taken for identifying gender equality — woman state head, political empowerment, educational empowerment, and economic participation and opportunity, India is still worse in terms of economic participation and opportunity. The economic parity index is based on four parameters — labour force participation, wage equality for similar work, senior officials and managers, and professional and technical workers.

Because of this gender inequality, Indian woman employees are likely to face tougher situation at the workplace as compared to their counterparts in developed countries with lesser gender inequality. In the light of this situation, they need special attention in career development programme.

This attention can be put on the following aspects:

> 1. Woman employees should be educated to fight against sexual harassment and male prejudices. This can be done through well-directed counseling.
>
> 2. Woman employees should be given career paths that do not require high degree of travelling and working late night/or throughout the night shift.
>
> 3. Woman employees should not be engaged in those careers which involve high physical risk like fire-fighting, hazardous machinery, etc.
>
> 4. The organization should develop a culture that provides equal status to women and men based on their performance. There should be equality of treatment based on performance and other objective criteria and gender should not come in the way.

(ii) Dual Income Families:

A dual income family, also known as double income or dual career family, is one in which both husband and wife are working personnel, either in the same organization or in different organizations.

In dual career families, where both husband and wife are working on full-time basis, there are two types of problems:

1. There is a problem in making adjustment in personal life and work life of spouse. The question is- if both are working, who will look after the

household activities including taking care of children? Traditionally, this is the responsibility of woman more than counterpart because of the traditions practised through ages. Household responsibility often produces conflict between personal life and work life.

2. Since both are careerists, each of them over-emphasizes his/her career. As a result, there is a possibility of ego clash between them.

In the light of the above problems, dual career families need special attention in career development programme which can be on the following aspects:

1. If the spouse is working in the same organization, attempt can be made to engage both of them in compatible career paths. The compatibility in career paths may enable them in better management of their careers as well as the family affairs. If both are working in different organizations, they may be counseled to choose compatible career paths.

2. The spouse may be guided to develop interpersonal skills and empathy to appreciate the viewpoints of each other. This may reduce the anxiety for managing both careers and family affairs simultaneously.

3. To the extent possible, flexi-time or remote working system involving telecommuting should be adopted. This system will provide opportunity to members of dual career family to adjust their work and personal time suitably.

(iii) Scheduled Caste/Tribe Employees:

There is increasing emphasis on recruiting persons belonging to scheduled castes/tribes and economically and socially backward communities. In public sector, certain percentage of positions is reserved for such persons through legal provisions. In private sector, there is a move to put emphasis on recruiting persons belonging to such communities.

Persons belonging to such communities face the following types of problems at the workplace:

1. Persons belonging to scheduled castes/tribes are perceived as inferior as compared to other employees doing the similar jobs. The basis of perception of inferiority emerges because of lower scores of these persons in selection tests and other quantitative criteria.

2. There is a likelihood of class conflict between scheduled caste/tribe employees and other employees at the workplace. Therefore, the interpersonal interaction between two groups of employees may not be as cordial as it should be.

In the light of the above problems, scheduled caste/tribe employees should be given special attention in career development programme which can be on the following aspects:

1. Scheduled caste/tribe employees should be given additional opportunities and facilities to learn and develop skills which can put them at par with other employees. The efforts should be made to bridge the gap between two groups of employees.

2. Apart from the development of interpersonal skills, high emphasis should be placed on the development of skills in scheduled caste/tribe employees to manage inter-group behaviour, conflict, and cooperation.

(iv) Late Career Employees:

Some persons start their regular career late as compared to other employees in the same career. This may happen due to a variety of reasons like switching from a temporary career to regular career, discontinuation of studies because of personal, family, and other reasons and pursuing these subsequently, etc. Those persons who start their career late are known as late career employees.

Such employees face the following problems at the workplace:

1. Late career employees fall in higher age group as compared to other employees who have started their career well in time. Because of this difference, there is some kind of incompatibility between late career employees and other employees. This may affect interpersonal relationships between them.

2. The previous background of late career employees may put them in adverse situation to meet the requirements of their present career. If their previous career is not compatible with the present one, making adjustment with the present career becomes even more difficult because the way of working in the previous career interferes with that of the present career.

In the light of the above problems, late career employees should be given special attention on the following aspects in career development programme:

1. If late career employees have learned something which is incompatible with their career, they should be counseled and guided to forget this. After all "as important it is to learn for the future, it is equally important to unlearn the past and remove its baggage." With this kind of unlearning, late career employees can learn what is required for being successful in their career.

2. Late career employees should be given emphasis to align their attitudes in line with the requirements of workplace. If they have inferiority complex that they are over aged to learn the new skills or they are elder in their group and, therefore, more experienced and knowledgeable, such attitudes need to be changed. Such attitudinal change may put late career employees to see the things in right perspectives.

3. In many cases, late career employees are not expected to reach at the top of a career ladder. In such a situation, either late career employees should be put on a career path involving lesser number of ladders or they should be made to realize the reality of the situation that making at the top is not quite feasible for them. When late career employees realize this, they may not develop frustration unnecessarily.

(v) Ex-Servicemen:

Servicemen are the people who are employed in defence military, air force, and navy. On the basis of their ranks, they may be classified into three categories operatives, junior commissioned officers, and commissioned officers. Recruitment in defence takes place at two stages operatives and commissioned officers. Some operatives are promoted as junior commissioned officers depending on their performance and promotability.

In the category of commissioned officers, there are two types of openings short service commissioned officers and regular commissioned officers. Regular commissioned officers continue in the service for a long time while short service commissioned officers are appointed for a specified

term, normally ranging between 5 to 15 years depending on the policy of recruitment applicable at the time of recruitment.

All defence personnel are known as ex-servicemen after their retirement. However, officers retiring as short service commissioned officers and some categories of operatives tend to seek further employment in non defence sector as they have long years to go in their life.

When such ex-servicemen join an organization, they face the following types of problems at the workplace:

They are oriented to a career whose demands are quite different from the demands of the career they join afresh. Such difference may be in nature of job performed and nature of work environment. Therefore, they tend to experience difficulties in the new career.

Often, there is a mismatch between what they have learned and used in their defence career and what they ought to learn and use in the new career. Like late career employees, they do not have enough time to learn and equip themselves to face the reality of the new situation. As a result, they do not have ample time for experimentation.

(vi) Differently Abled Personnel:

Differently abled personnel (physically impaired/handicapped personnel) are those who have some physical disadvantages as compared to other personnel. They are also known as physically handicapped personnel. Physical disadvantages may be in the form of lameness, hand problems, or any other deformity.

Such a feature may exist either at the time of birth of these personnel or they may have been injured in accidents. Whatever the reasons may be, these physically impaired personnel cannot work like normal personnel.

Therefore, they face the following types of problems at the workplace:

1. Differently abled personnel cannot perform those jobs, either efficiently or at all, which require the use of those organs which are weak. For example, a lame cannot undertake journey comfortably.

2. Since physical impairment is a kind of physical deficiency, it can lower the self-concept of physically impaired personnel unless they develop strong will power to overcome this feeling.

In the light of the above problems, physically impaired personnel need special attention on the following aspects in career development programme:

1. Differently abled personnel should be put on career paths that do not require high physical exertion; they should be put on career paths which can use special skills developed by physically impaired personnel to compensate for their physical disadvantages.

2. Differently abled personnel should be counseled to overcome their mental inhibition which may exist in them because of physical disadvantages. Once they overcome this mental inhibition, they can use their special skills more effectively.

Employers are motivated to establish career development programs because such programs are seen as an effective response to various HR problems, because top managers prefer to promote existing employees and to ensure a good fit between the work and the worker, and because employees have expressed interest in career development as a benefit.

All these are based on development theories. The developmental career theory choices life span is of three stages in an individual's lifetime. They are:

➢ The fantasy state involves role playing and imagination.
➢ The tentative stage reflects a person's growing awareness of interests and abilities.
➢ The realistic state entails the identification of a career choice.

Furthermore, the theory identified four factors that shape an individual's career decisions. The factors that have an impact on career development are as follows:

➢ Individual values.
➢ Emotional factors?
➢ Amount and kind of education.
➢ Effect of reality through environmental pressures.

Life-Span Theory

Life-span theory which is developmental and humanistic in nature has been extremely influential in the career development field. Career development has a lifelong process occurring within the individual's psychological development, societal expectations, and occupational opportunities. There are three components of career development. They are life-span, life-space and self-concept.

Life-span: Career development is life long and occurs throughout five major life stages. They are infant, child, student, adult, old age and death. Each stage has a unique set of career development tasks and accounts for the changes and decisions that people make from work entry to retirement.

Life-space: People have skills and talents developed through different life roles, making them capable of a variety of tasks and numerous occupations.

Self-concept: Understanding one's interests and skills is a key to career choice and satisfaction as people seek career satisfaction through work roles in which the} can express themselves and implement and develop their self-concepts.

7.7 STAGES OF MODERN CAREER DEVELOPMENT

Career management experts say that people will change careers (not jobs) five to seven times in a lifetime. That's why career management is an important life skill to develop and cultivate. The six stages of modern career development are:

1. Assessment
2. Investigation
3. Preparation
4. Commitment
5. Retention and
6. Transition.

Learning the characteristics of each stage will empower you to navigate through each stage easily and with more confidence.

1. Assessment Stage

In the Assessment Stage, you are getting ready for your life's work. This stage is characterized by unawareness, in that you are not sure what your values, strengths, and weaknesses are. You start to feel as though you want to know more about yourself and make a conscious effort to get in touch with who you really are. The key characteristics of this stage are taking assessment instruments and working with a career counselor or career coach

2. Investigation Stage

In the Investigation Stage, you are researching what work exists in the world. This stage is characterized by feelings of confusion, in that you are not sure what career options exist for you. You may feel overwhelmed with all of the jobs and opportunities that exist as you begin the process of researching the modern world of work. But if you approach this stage with a positive frame of mind, you will find that you will learn about many possibilities you may have never considered. The key characteristics of this stage are researching the world of work and conducting informational interviews with people in your chosen field.

3. Preparation Stage

In the Preparation Stage, you are still getting ready to do your life's work. This stage is characterized by feelings of excitement, as you think of how wonderful it will be to perform meaningful work. However, there is still much work to be done, and to be successful, you have to prepare. This stage is characterized by gaining knowledge and experience and setting goals and adopting a success- oriented mind-set.

4. Commitment Stage

In the Commitment stage, you will feel confident that you have figured out what you are meant to do. Sometimes people have known all along what they were meant to do but could not commit to the process of making it happen, for whatever reason. At this stage, more than ever, you must focus your energy and keep your eye on the target. The key characteristics of this stage are conducting a job search and negotiating and accepting a job offer.

5. Retention Stage

In the Retention Stage, you will feel comfortable in your career field, as you will now have figured out how things work in your industry. You will want to remain committed to your career by continually updating your skill set and staying current with industry standards. This stage is characterized by providing first-class customer-service skills and building a professional network

6. Transition Stage

The Transition Stage is characterized by feelings of discomfort in that you are unsure of what you will be doing next (and/or if you will be happy). In this stage, you will learn to make conscious changes in your career direction.

THE STAGES OF DEVELOPMENT

According to Biiehler, the five definite stages of development from the career guidance point of view

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1. Stage of Growth until 13 years: This stage is regarded as the stage of fantasy. The individual has rapid physical and mental development and participates in all types of activities irrespective of whether it suits his abilities, temperament or not. He fantasies himself in future roles without considering whether he can actually accomplish them. He has still not developed his value system and a definite plan of action to forge ahead. The need for guidance at this stage is most important in the area of development and adjustment. If for any reason, he feels thwarted or strangulated, it would permanently damage his personality, e.g., if parental attitudes are dominant or overprotective; or there is tremendous sibling jealousy, or there is unhealthy antagonistic environment at school. Guidance is also needed in the area of educational and professional development.

2. Stage of Exploration: This is the second stage of development from ages 13 to 25 and is called the tentative stage. By 13, the individual begins to show specialization as special abilities or aptitudes come into prominence. From the world of fantasy, he begins to settle down to a certain plan of action or shows consistency in his participation of activities, not randomly selected or visualizes an educational course which will lead him to his vocational choice and so on. He begins to explore all opportunities coming his way and makes a choice, not out of sheer pleasure or fancy but out of careful considerations of what is possible for him or good for him. Guidance is needed most in the adjustment area, as the individual enters adolescence and finds himself lost with the world around him. Most of the work of a guidance counselor is concentrated at this stage of development, if the individual is properly guided at this stage, his further development will be facilitated.

3. Stage of Establishment: This is the third stage in the development progress between the age group of 25 and 40 years, and it is called the realistic stage. By now. the individual is in a career and has completed formal training and education. He has to gain vocational development, adjustment and maturity. Guidance may be required, if the individual finds that his inter-personal relationship is not in order and is not able to get along with his colleagues or his boss. If he has developed sensitiveness to the miseries of the people around him and desires to do some civic or community service to the disturbed or the handicapped, he may ask guidance in the area and plan his time and energy to gain maximum satisfaction.

4. Stage of Maintenance: The fourth stage is referred to as a stage of stability, between ages 40 and 65. He has by now accomplished all what he needs to and has almost come to the stage of retirement. The guidance that he needs, at this stage is with regard to economic matters and leisure time. If he is dependent on his children, at this stage, he normally intends passing his time in religious activities and projects connected with religious institutions.

5. Stage of Decline: This is the fifth stage, around the age of 65 to 75, when the adjustments become the most. Unless the individual has

had a full, contented life, this period becomes one of trials and tribulations. The greatest need is to help the individual to feel that he is wanted, that he is still useful and that his family members care for him. Also gradually, he needs to be prepared to face death and whatever his ailments be, he has to learn to bear them with courage and cheerfulness till the very end.

Thus, we see that at each stage of development, guidance is required and is necessarily sought and if given systematically and scientifically it will help to make the individual fully satisfied and life worth living.

7.8 REQUIREMENTS OF CAREER DEVELOPMENT

The following information is required for career development.

1. Capabilities

The important part while deciding the best career for you, is knowing your capabilities. It is imperative that you are fully aware of what skills you have, your traits and which combination of your attributes will maximize your performance. As the famous quote goes, "failing to plan is like planning to fail" holds true no matter what kind of choice you are making. Planning becomes very imperative when it comes to making your career. Understand that time is a luxury and you do not have it.

2. Goal

If you desire to have a successful professional life, then work towards it right from the beginning, without any deviations. Visualize your goal, set your standards and memorize your mission statement. Analyze the formal education that you have received over the years and how it has moulded you. If you stem from a commerce background, then finance, management, chartered accountancy and many more commerce-related fields will be open to you. This does not mean that the other areas of professional work have shut their doors down for you. Shifting to an entirely different profession is not as big a deal as it seems. With proper education and a little experience of the related field, you can easily make that change happen.

3. Career Counselor

Another way of going about choosing your career option, is fixing yourself an appointment with a career counselor. As the phrase suggests, a career counselor helps you to analyze your capabilities and skills. In this way the counselor guides you through the ocean of alternatives and helps you to decide on what is the best option for you.

4. Inclination

Career tests or aptitude tests determine where your inclination lies and in which field you will be able to deliver your cent percent. For engineers, who wish to opt for a career in management, enrolling in MBA programs prepares them for the sought career. This very popular trend, has been observed globally in the recent times. Even for those who think their careers are stagnating and potential is wasted, a career change can help in achieving job satisfaction.

5. Choosing the right field

To reach these high standards, choosing the right field that matches your expectations, is important. Before embarking on a new career life, make sure that you have researched the subject through and through. Considering your family while deciding your career, is a vital aspect. If you are married, take your spouse's opinion about the choice you have made. Calculate the finances that you would have to invest, spend or save, to make or change your career. Keep in mind that Rome was not built in a day and that revenues will only begin to flow in, after a gestation period. At the end of it, try and get in an element of interest in your career. This way, you'll always be close to your passions. At the end of it, follow your heart and happiness will open itself for you!

Need for Guidance Personnel

The basis for guidance lies in good human relationships. A aggrieved employee is constantly in a state of interaction with his/her peers, the co-staff, and members of his/her family and community. These personalities all have an important impact on the life of the employee. Most human beings are dependent on other human beings at times throughout life for advice, consultation or support in facing difficult decisions. The industrial employee need guidance since they are still in the formative years in all the aspects of their personality. He/she is developing physically, intellectually and emotionally into what our culture intends, a well adjusted member of society.

Thus one of the deep underlying reasons for adequate and well-trained personnel in guidance is basically the dependence of the young upon the adult. Another reason for maintaining guidance personnel in the industry arises out of the growth and development of a high degree of complexity in almost all aspects of social, professional, vocational and educational and career life. Now a day our employees are not concerned with only the three R's. The home takes care of certain things like personal and social problems. However as the times have changed, more and more responsibility has been with the trained personnel for guiding children and youth. As society becomes more and more complex there is increasing need to give the information concerning the society? The student must have help from trained personnel to know his/her own potentialities and limitations, to live satisfactorily. To meet the need for guidance, the school must secure an adequate number of well trained guidance workers. The concept of guidance was originally limited to vocational planning. Now it has been in use in a much broader sense.

The holistic concept of the individual necessitates the employment of more personnel in guidance. Guidance is not the function of the school alone, but rather it is the joint function of persons within the school, the home, the community and the country. The guidance personnel assist the individual to develop and become more able to solve his/her problems and to live with satisfaction and benefit to himself/herself and to society.

A guidance personnel includes Counselor, Career Master, Mentor, Friend, Subordinates, Trainers, Coaches, Teachers, Supervisors, Team Heads, Departmental heads, Line Mangers, Operational Managers, Wing Leaders, Directors, Managing directors, CEOs Principal/ Head Master, Social Workers, Psychologist, Psychiatrist, Doctor etc. They might be leading the

role in any point of in our career. In addition to this, parents and community also play a significant role in providing guidance to the buddy professionals. Here one has to classify the full time guidance personnel and part time or casual guidance personnel. At the first instance counselor is the one who is a full time guidance worker. Counselor should be a sufficiently trained and professionally qualified person who can undertake testing, counseling and providing information to the buddies. The counselor will look after the information centre and guidance clinic also in the industry, plant floor, shop floor and training school. Though the counselor is a full-time guidance person, s/he needs the co-operation of all the trainers, staff, department of human reources etc. since guidance is a co-operative endeavour.

7.9 PERSONNEL SUPPORTED CAREER DEVELOPMENTS

The personnel department is a main department to lead a role for shaping the character of the human resources and make them as a brand ambassador of the company. For attaining this they need to perform the following .., There are the seven ways to show your workers that the firm and their boss are committed to helping them grow professionally

1. Take a personal interest.
2. Focus on learning.
3. Rotate employee roles.
4. Encourage mentoring.
5. Support work-life balance.
6. Create the personnel involvement.
7. Providing better employee engagement activities
8. Focus to relieving job stress and work strain
9. Entitle to get better emoluments, rewards, recognitions and motivation
10. Create a succession planning program.

Career Master is basically a leader in the department in industries who is concerned with guidance work because of his/her training and orientation. He/she may also be called as a guidance oriented managers. The Career Master is one who is trained in the art of collecting and disseminating the educational and occupational information during the training period. Further he/she should maintain the information centre in the training school or work shop with up to date and reliable information. The Career Master is not the one who is fully trained but has orientation with regard to guidance that helps him/her in organizing the minimum guidance activities in training schools. With regard to the organization of guidance activities, Career Master is a better personnel compared to their school teacher who is admired by the involved character from him/her.

7.10 SUM UP

A good career plan makes employee happier in their work, raises their output and quality and make them loyal to the organization. The whole topic of Career development can be dealt with succession plan, promotion, recognitions, incentives, relaxed work (Flexi-work), engagement programmes, good prosperity, job satisfaction, entitled benefits and personal cum industrial growth.

A crisis situation may occur in an individual's life due to the death of a loved one, debilitating injury, illness physical violence, sexual abuse, natural disasters, war, militancy, civil strife, and such other events. Professional help offered to cope with a crisis situation is a highly specialized area of counseling. Certain areas in counseling requires special expertise such areas are family counseling, career counseling and counseling of drug addicts and alcoholics. As in the case of any other services, evaluation is essential for counseling services also. Evaluation helps in judging the effectiveness of the programme.

7.11 UNIT- END EXERCISES

1. Define Career Development? Explain the methods of Job Evaluation
2. Explain the Career Development Programs for budding professional .
3. What are the different steps in Individual career development?
4. What are the requirements of career developments?.
5. State the stages of career development.

7.12 Answers to check your progress

1. Career paths and ladders throw light on career progression and future job opportunities in the organisation.- Justify
2. Career development refers to a set of programmes designed to match an individual's needs, abilities, and career goals
3. The report card showing which individuals are ready to move into higher positions in the company.
4. Employment opportunities at various levels are made known to employees through information services of various kinds

7.13 SUGGESTED READINGS

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BLOCK III: HUMAN RESOURCE PLANNING, ESTIMATES OF INTERNAL SUPPLY AND ESTIMATES OF EXTERNAL SUPPLY IMPLEMENTATION OF HUMAN RESOURCES PLANS AND RECRUITMENT OF HUMAN RESOURCES

UNIT - VIII HUMAN RESOURCE PLANNING

Structure

8.1   Introduction
8.2   Human Resource Planning
8.3   The demand for human resources
8.4   The supply of Human Resources
8.5   Sum up
8.6   Unit- End Exercises
8.7   Answers to check your progress
8.8   Suggested Readings

8.1 INTRODUCTION

Human resource planning must get a support from the organisation with relevant personnel policy statement. The human resource plan becomes an action plan for organisation as regards manpower requirement. The organisation must follow the human resource philosophy as a guiding principle. Career planning must be kept in view w planning for human resources. Any individual who joins the organisation has a long to go. During his long span he aspires high and wants that his talent should get recognition by way of further promotion on high level and should be rewarded monetarily. This is especially important for those who are professionals joining vocations. Thus an organization gets professionals or experts in particular field. It is because of this certain people becoming professional. The career planning is a part of human resource development.

8.2 HUMAN RESOURCE PLANNING

Essentials for Effective HRP:
1.   Integration of HRP with organization Plans : To meet objectives or god organization plans and formulate policies in respect of

production, finance, sales ai marketing, profit. The HRP should be integrated with the overall business planning of tj organization. Human resource requirement in every function of the organization shod be adequately planned.

2. Support from Top Management: Human resource planning is impossible without full backing of the top management. HR manager possess staff authority. He can advice but implementation rest with top management.

3. Existence of full fledged HR Department: There must be a full fledged HR Department which takes care of acquisition and development of human resources of the organisation.

4. Formulation of HR policies: The policies in respect of promotion, transfer, training compensation and other benefits are the prerequisites of effective human resource planning. They should be taken care of properly.

8.3 DEMAND FORECASTING FOR HUMAN RESOURCES

Demand forecasting is a quantitative aspect of human resource planning. It is process of estimating the future requirement of human resources of all kinds and types of the organization. Forecasting of demand for human resources depends on certain factors such as, (1) Employment trend in the organization for at least last five years to be traced to determine the future needs. (2) Organization has to find out the replacement needs due to retirement, death, resignation, termination etc. (3) Improvement in productivity is another factor. To improve productivity organization needs better employees with and potential. Productivity leads to growth but depends on the demands for the product of the enterprise in the market. Higher demand may lead to more employment of skilled personnel. (4) Expansion of the organization leads to hiring of more skilled persons.

The base of human resource forecast is the annual budget. Manufacturing plan depends upon the budget. Expansion in production leads to more hiring of skills and technology.

Methods of Demand Forecasting:

There are three major methods of demand forecasting. They are as follows.

1. **Executive Judgment**: Executive or Managerial Judgment method is the most suitable for smaller enterprises because they do not afford to have work study technique. Under this method the executives sit together and determine the future manpower requirements of the enterprise and submit the proposal to the top management for approval. This approach is known as 'bottom up' approach. Sometimes the members of top management sit together and determine the needs on the advice of personnel department. The forecasts so prepared sent for review to the departmental heads and after their consent approved the need. This is known as 'top down' approach. The best way is the combination of the two approaches. Executives at both levels equipped with guidelines sit

together and determine the human resources need of the organization.

2. **Work load Forecasting:** It is also known as work load analysis. Under this method the stock of workload and the continuity of operations is determined. Accordingly the labour requirement is determined. The workload becomes the base for workforce analysis for the forthcoming years. Here due consideration is given to absenteeism and labour turnover. This method is also known as work study technique. Here working capacity of each employee is calculated in terms of man-hours. Man-hours required for each unit is calculated and then number of required employees is calculated. The example is given below.
    a) Planned annual production   =   2,00,000 units
    b) Standard man-hours required for each unit = 2 Hours
    c) Planned man-hour needed for the year (a x b) = 4, 00,000 hrs.
    d) Planned annual contributions of an employee = 2000 hrs
    e) Number of employees required $\left(\dfrac{c}{d}\right) = \dfrac{4,00,000}{2,000} = 200$

This method is useful for long term forecasting.

3. **Statistical Techniques**: Long range demand forecasting for human resources is more responsive to statistical and mathematical techniques. With the help of computers any data is rapidly analyzed. The following are the methods of forecasting used under this category.

a) **Ratio Trends Analysis:** Under this method the ratios are calculated for the past data related to number of employees of each category i.e. production, sales and marketing levels, work load levels. Future production and sales levels, work load, activity levels are estimated with an allowance of changes in organization, methods and jobs. The future ratios are estimated. Then future human resources requirement is calculated on the basis of established ratios. This method is easy to understand. Value depends upon accuracy of data.

b) **Econometric Models:** Econometric models are built up on the basis of analysis of past statistical data establishing the relationship between variables in a mathematical formula. The variables are those factors such as production, sales, finance and other activities affecting human resource requirement. Econometric model is used to forecast human resource requirements based on various variables.

c) **Bureks Smith Model:** Elmer Bureks and Robert Smith have developed a mathematical model for human resource forecasting based on some key variables that affects overall requirement for human resources of the organisation.

d) **Regression Analysis:** Regression analysis is used to forecast demand for human resources at some point of time in future by

using factors such as sales, production services provided etc. This method is used when independent and dependent variables are functionally related to each other. Nowadays computers are used to solve regression equations for demand forecasting.

8.4 SUPPLY FORECASTING:

Supply forecasting means to make an estimation of supply of human resources taking into consideration the analysis of current human resources inventory and future availability.

a) **Existing Inventory:** The first step in supply forecasting is to take a stock of existing HR inventory as follows.

b) **Head Count:** Count of the total number of people available department-wise, sex- wise, designation-wise, skill-wise, pay roll-wise etc

c) **Job Family Inventory :** It consists to number and category of employees of each job family i.e. the jobs related to same category like office staff, sales and marketing staff, production staff, maintenance and industrial engineers, quality control engineers etc.

d) **Age Inventory:** It consists of age-wise number and category of employees. This gives us age composition of human resources. Dynamism, creative abilities innovativeness are present in young employees while making of proper judgment and display of maturity is shown by elderly employees. Organizations prefer both young and old employees. Human resource planning should give due consideration to age-wise human resource mixing young and old employees in due proportions.

e) **Inventory of skill, experience, values and capabilities**: Organisation should take a stock of present inventory of skill, employees with number of years of experiences (10 yrs, 15-yrs, 20 yrs and more etc), values and capabilities.

f) **Inventory of Qualifications and Training:** This consists of educational qualifications of the employees academic and technical and special qualifications if any and the training received by the employees.

g) **Inventory of Salary grades :** This includes pay and allowance-wise and total emoluments-wise stock taking.

h) **Sex wise Inventory :** Inventory of male and female employees of the organisation.

i) **Local and Non-Local-wise Inventory:** It includes the stock of local employees and the employees belonging to other areas such as different states of India.

j) **Inventory of Past Performance and Future Potentialities** : There are several human capacities or potentials required for performing jobs at the workplace. Requirement of these along experience need to be taken into consideration while taking stock of human resource inventory.

Labour Wastage:

Labour wastage should be taken into account while making future forecast and find out the reasons of people leaving the organisation. Action can be taken to arrest the labour wastage and replacement of uncontrollable losses. HR manager must know how to make wastage analysis. For measuring permanent total loss due to labour the following labour turnover formula is used.

HR Managers have to calculate the rate of labour turnover, conduct exit interviews etc. This helps them forecast, the rate of potential loss, causes of loss etc. The steps can be taken to reduce loss. HR Manager can calculate labour stability index by using the formula given below.

By knowing all these labour instability can be arrested and labour turnover can be minimized. The potential losses can be classified as permanent total loss, permanent partial loss, Temporary total loss and Temporary partial loss. Let us analyzed these losses.

a) Permanent Total Loss : Permanent total loss is due to deaths, voluntary quits, retirement, dismissals, retrenchment, promotions out, demotions and transfers out. This can be filled in by new recruits, promotions in and transfers in.

b) Permanent Partial Loss : Permanent partial loss is due to loss of some skills, potentials and capabilities because of ill health or accidents. To get rid of this loss organisation can acquire new skill, knowledge, values, aptitudes among the existing employees by providing adequate and necessary training.

c) Temporary Total Loss: Temporary total loss is due to loss of aptitudes, values, change in outlook and attitude of existing employees towards their jobs, department and organisation. Absenteeism is also a reason for this. This can be prevented by taking steps to minimize absenteeism to forecast loss of human resources due to it. Attitude of the employees towards organisation can be improved by knowing the causes of change and making efforts to remove those causes.

d) Temporary Partial Loss: This loss is due to consultancy or advice offered by the employees of the organisation to others. This loss of labour hours has to be there because many organisations encourage this practice as there is revenue to the organisations also. If you think of revenue obtained by the organisations this loss to some extent is subsided But these organisations not claiming from the fees or commission received by the employees, this loss is cognizable.

8.5 SUM UP

Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resource planning should serve as a link between human resource management and the overall strategic plan of an organization. Thus the organization has difficult to understand the organization in

fully. So they had given that head-ache to outside parties or they will apply *Strategic Human resource Planning* to maintain th human resources effectively in now days especially banking, service and IT sectors and even manufacturing sectors also they implementing such practices.

8.6 UNIT- END EXERCISES

1. What is a Labour Wastage?.
2. Describe the methods in Demand forecasting of HRP.
3. What is human resource Inventory?
4. Illustrate the Supply forecasting of HRP.
5. What is man power speculation?

8.7 Answers to check your progress

1. Sometimes the members of top management sit together and determine the needs on the advice of personnel department

2. For measuring permanent total loss due to labour turnover.

3. The ratios are calculated for the past data related to number of employees of each category i.e. production, sales and marketing levels, work load levels..

8.8 SUGGESTED READINGS

1   Arun Kumar and R. Sharma(2000), Principles of Business Management. Atlantic Publisher, New Delhi

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UNIT - IX ESTIMATION OF INTERNAL SUPPLY

Structure

9.1 INTRODUCTION

Human Resource supply forecasting is the process of estimating availability of human resource followed after demand for testing of human resource. For forecasting supply of human resource we need to consider internal and external supply. Internal supply of human resource available by way of transfers, promotions, retired employees & recall of laid-off employees, etc. Source of external supply of human resource is availability of labour force in the market and new recruitment.

9.2 ESTIMATION OF INTERNAL SUPPLY IN HR PLANS

Internal Factors: Internal source of supply of human resources include the output from established training programme for employees and management development programmes for executives and the existing reservoirs of skills, potentials, creative abilities of the organisation.

Other Sources are

1. Through Internal Transfer or Internal Mobility
2. Promotion or Upward advancement
3. Appointing the retirement employees
4. Reappointing the existing employees

1. INTERNAL MOBILITY OR INTERNAL TRANSFER

One of the internal mobility of the employee is transfer. It is lateral movement of employee in an organization by the employee. "A transfer involves the shifting of an employee from one job to another without changing the responsibilities or compensation".

Transfers of employees are quite common in all organizations. This can also be defined as a change in job within the organization where the new job is substantially equal to the old in terms of pay, status and responsibilities. Transfers of employees can possible from one department to another from one plant to another. Transfer may be initiated by the

organization or by the employees with the approval of the organization. It can be also due to changes in organizational structure or change in volume of work, it is also necessary due to variety of reasons. But broadly can be done either to suit the conveniences of organization and to suit the convenience of employees.

Internal transfers can be promotions or reassignments. They can occur as a reward for great work, to test your potential for more senior positions, or because you are the best or most readily available candidate to fill an immediate need.

THE PURPOSES OF THE TRANSFER

The transfer are generally affected to build up a more satisfactory work team and to achieve the following purposes:

1. To increase the effectiveness of the organization.
2. To increase the versatility and competency of key positions.
3. To deal with fluctuations in work requirements.
4. To correct incompatibilities in employee relations.
5. To correct, erroneous placement.
6. To relieve monotony.
7. To adjust workforce.
8. To punish employees.

TYPES OF TRANSFERS

Types of Transfers most of the transfers generally carried out four types of transfers which are discussed below:

Production Transfer: Such transfers are resorted to when there is a need of manpower in one department and surplus manpower in other department. Such transfers are made to meet the company requirements. The surplus employees in one department/section might be observed in other place where there is a requirement.

Replacement Transfers: This takes place to replace a new employee who has been in the organization for a long time and there by giving some relief to an old employee from the heavy pressure of work.

Remedial Transfers: As the name suggest, these transfers are made to rectify the situation caused by faulty selection and placement procedures. Such transfers are made to rectify mistakes in placement and recruitments. If the initial placement of an individual is faulty or has not adjusted to work/job, his transfer to a more appropriate job is desirable.

Versatility Transfer: Such transfers are made to increase versatility of the employees from one job to another and one department to another department. Transfer (Job Rotation) is the tool to train the employees. Each employee should provide a varied and broader job experiences by moving from one department to another. This is for preparing the employee for promotion, this will definitely help the employee to have job enrichment.

TRANSFER POLICY

Every organization should have a fair and impartial transfer policy which should be known to each employee. The responsibility for effecting transfers is generally entrusted to an executive with power to prescribe the conditions under which requests for transferred are approved. Care should be taken to ensure that frequent or large scale transfers are avoided by laying down adequate selection and placement procedures for the purpose. A good transfer policy should:

- ➢ Specifically clarify the types of transfers and the conditions under which these will be made.
- ➢ Locate the authority in some officer who may initiate and implement transfers.
- ➢ Indicate whether transfers, i.e., whether it will be based on seniority or on the skill and competency or any other factor.
- ➢ Decide the rate of pay to be given to the transfere.
- ➢ Intimate the fact of the transfer to the person concerned well in advance.
- ➢ Be in writing and duly communicated to all concerned.
- ➢ Not be made frequently and for sake of transfer only.

A sound, just and impartial transfer policy should be evolved in the organization to govern all types of transfers. This policy should be clearly specified so that the superiors cannot transfer their subordinates arbitrarily and subordinates may not request for transfers even for the small issues. The management must frame policy on transfers and apply it to all the transfers instead of treating each case on its merit.

Principles of Transfer Policy

Any Transfer policy must be based on the following principles:

1. Transfer policy must be in writing and be made known to all the employees of the organization.
2. The policy must very clearly specify the types and the circumstances under which company initiated the transfer will be made.
3. Basis of the transfer should be clearly mentioned in the policy, whether it will be based seniority or on the skill and the competency or any other factors.
4. It should indicate the executives who will be responsible for initiating and approving the transfers.
5. The policy should specify the region or unit of the organization within which transfers will be administered.
6. The effect of the transfer on the pay and seniority of the transferred employee may be clearly evaluated.
7. It should be prescribed in the policy whether the training or retraining is required on the new job.
8. Transfer should be clearly defined as temporary or permanent.
9. The interest of the organization are not to be forgotten in framing a policy of transfer.
10. Reasons for the mutual transfer of employees or reasons to be considered for the personal transfers should be specified.

11. The fact of the transfer should be intimated to the person concerned well in advance.
12. Transfer should not be made frequent and not for the sake of transfer only.

2. PROMOTION

Promotions occupy a very important place in the dimensions of Human Resources Management. The fast moving and development Oriented Organizations of today have to adjust and restructure their goals, objectives and working patterns. It brings rapid changes in organizations' design and structure Earlier periods in the history of organizations were a bit slow paced periods when employees used to work in the same job design for years along. Present scenario is based on daily defined tasks as well as long term strategic plans. Promotions system has also felt the impact of these fast changes.

Promotion as a term can be explained as change and call for greater responsibilities, and usually involves higher pay and better terms and conditions of service and therefore, a higher status or rank.

Scott and Clothier define the promotion as "the transfer of an employee to a job which pays more money or one that carries some preferred status.

C.B. Mamoria defines it as "an upward advancement of an employee in an organization to another job "an upward advancement of an employee in an organization to another job, which commands better pay wages, better status, prestige and higher opportunities, challenges, responsibility, authority, better working environment, hours of work and facilities and a higher rank.

Promotions are desired by all employees as they want to grow and draw better salary and take more responsibility with the period of time. Promotion is always a morale booster to employee as it fulfills his esteem, pride and economic desires.

Objectives of Promotion

There are some objectives of promotions which can be .as:

1. To put the employee in a better and higher level of post.
2. To give him a financial boost with a higher grades.
3. To add responsibility and authority to his existing post
4. To fill the higher posts, being vacated by either promotions or retirements or transfers.
5. To increase employee's effectiveness
6. To attract suitable and skilled talent to the organization.
7. To build the moral and belongingness of the employee with organization.

Promotion always involves a higher rank and/or pay. Depending upon different conditions, promotions may involve:

➢ A change in a workplace, environment, and pay/grade i.e., promotion along with transfer, or up and out promotion.
➢ A change in rank/pay but in same workplace i.e. promotion without transfer.

Only a change in grade/pay i.e. tries promotion where the employee gets only next higher scale of pay by virtue of his length of service.

Sources of Promotion

The sources of promotion may be internal or external. Internal sources include that set of employees whose promotions are due because of their seniority or those employees who want promotions on merit basis. External sources are the newly recruited or directly selected candidates from outside the organization on the basis of merit or even deputation sometimes.

Elements of a sound promotion Policy

The promotion policy in any organization should have six elements, according to Mamoria

1. Promotion Policy statement
2. Established plan of jobs
3. Tracing transfer routs
4. Prepare employees for advancement through training.
5. Communicate the Policy
6. Detailed personnel and service records kept ready.

Some other elements of a promotion policy can be impartiality, transparency, consistency and lastly planed and crafted with all legalities in consideration.

Principles of Promotion: There are broadly two principles of promotion which are sometimes known as bases of promotion also. They are known as:

A. Principle of Seniority: This principle is based on the length of service based seniority. It is popular for providing equal opportunities to all for getting promotions. It is also considered to be more democratic in nature. One major short coming of this system is the chance of low morale in meritorious candidates who are denied promotions for not being senior sometimes.

B. Principle of Merit: This system advocates the preference to the merit instead of length of service only, this system is popular for promoting the deserving candidates, who can show their merit at the workplaces. This system is also popular for encouraging the employees with better skills in order to get promotions on merit.

3. Appointing the retirement employees

When appointing retired employees during his superannuation, the company has to bear all expenses. Whereas after Voluntary Retirement (VRS), Superannuation th following rules will be applicable in a nature..,

1. A retired employee from the service cannot accept any commercial employment before the expiry of two years (or depends on the company policy) from the date of his retirement without prior sanction of the management of the organization. If employee does so, no pension (if applicable) shall be payable to him in respect of any period for which he is employed or such longer period as the management or employer may direct.

2. A retired employee permitted by the appropriate authority in the HR department with prior permission from the employer to take up a particular commercial employment during his leave preparatory to retirement shall not be required to obtain permission subsequently for his continuance in such employment after retirement.

3. Employed in non-monetary employment has also needs to get prior permission from the employer to re-induct to the service.
4. Re-employment after retirement is based on good faith or good conduct. The company shall avoid utilizing in the same position by retirees for role-conflict, power clashes and mismanagement. It affects the rhythm of the working process in some occasion which leads to manipulation of company funds, power and influence.
5. They are discharged with accepted norms and duties for both sides in a pre-determined agreement. The existing rules and procedures will not applicable to such people. So the company has to frame separate provisions, rules and provisions to such re-employment services.

4. Reappointing the existing employees

Reappointing the existing employees are the big concern of the life of the laid-off workers, sacked workers (due to negligence), terminated employees (due to misconduct) is not the right of the workers. Whereas, they will be having some priorities to reappointing them for service when necessity comes. As per Industrial Dispute Act the laid off employee should be re-induct into service when company away from the listed lay-off conditions. Whereas other two individuals which are mentioned above is the sole discretion of the management.

9.3 ESTIMATION OF EXTERNAL SUPPLY IN HR PLANS AND ITS IMPLEMENTATIONS

External Factors: External factors can be grouped into local and national factors.

I) Local Factors:

Local factors include the following:
1. Population densities within the reach of enterprise.
2. Current and future wage and salary structure from other employers.
3. Local unemployment level.
4. Availability of employees on part time, temporary and casual basis.
5. The output from local educational institutions and training institutions managed by government and private establishments.
6. Local transport and communication facilities.
7. Availability of residential facilities.
8. Traditional pattern of employment locally and availability of human resources with requisite qualifications and skills.
9. The pattern of migration and immigration.
10. The attraction of the area as a better place to reside.
11. The attraction of a company as a better workplace and company as a good paymaster.
12. The residential facilities, educational health and transport facilities.
13. The regulations of local government in respect of reservation of backward and minorities communities.

II) National Factors:

National factors include the following:

1. Trends in growth of working population of the country.
2. National demands for certain categories of human resources such as technical and management professionals, computer professionals, medical practitioners, technicians, secretaries, craftsmen, graduates etc.
3. The output from universities, technical and professional institutions.
4. Impact of changes in educational patterns.
5. Cultural patterns, social norms and customs.
6. Impact of government training schemes.
7. Impact of government policies in respect of employment regulations.
8. Migration and immigration patterns.
9. Impact of national educational facilities.

The net human resource requirement depends upon the human resource requirement of the organization for future i.e. demand forecasting and the total supply of human resources available.

Succession analysis

Once a company has forecast the demand for labour, it needs an indication of the firm's labour supply. Determining the internal labour supply calls for a detailed analysis of how many people are currently in various job categories or have specific skills within the organization. The planner then modifies this analysis to reflect changes expected in the near future as a result of retirements, promotions, transfers, voluntary turnover, and terminations.

Demand forecasting helps in determining the number and type of personnel/human resources required in future. The next step in human resource planning is forecasting supply of human resources. The purpose of supply forecasting is to determine the size and quality of present and potential human resources available from within and outside the organization to meet the future demand of human resources. Supply forecast is the estimate of the number and kind of potential personnel that could be available to the organization.

9.4 SUM UP

Employment in work of maintaining liaison or contact with employment agencies cannot be described as employment of a thoroughly reputable kind and as such, requests for permission to take up post-retirement commercial employment involving such work should not be acceded to.

Reputation of the firm which offers employment would also be a consideration which should be taken into account by the employer concerned while dealing with the request for permission to take up post-retirement commercial employment. For instance, the fact that a firm is black-listed by employer will be one of the factors which will render the employment to be considered as not being of a thoroughly reputable kind.

9.5 UNIT- END EXERCISES

1. What is a Succession Analysis?
2. How do fill the post by internal supply of human resources?.
3. What is internal mobility?
4. Illustrate the principles for the promotion.
5. What is external supply of human resources?

9.6 Answers to check your progress

1. Internal transfers can be promotions or reassignments. They can occur as a reward for great work, to test your potential for more senior positions
2. Internal sources include that set of employees whose promotions are due because of their seniority or those employees who want promotions on merit basis..
3. A retired employee from the service cannot accept any commercial employment

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UNIT - X RECRUITMENT OF HUMAN RESOURCES

Structure

10.1   INTRODUCTION

The recruitment of human resources starts with analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee into the organization. End to End Recruitment process in a staffing firm involves bagging requirements, sourcing, screening and submitting resumes, interview process, selection, signing contracts and agreement, follow up, and maintaining relationship with clients, candidates and vendors, managing database, crediting salary and issuing. For doing such task the HR department or recruitment department has facing lot of constraints depends on the firm or person. In this unit we described the constraints of the noble part of profession. So the learners has to introspect with their field work or project work learning's to find which one is /are prevailing into the business of the company.

10.2   RECRUITMENT OF HUMAN RESOURCES

It is the process of locating and encouraging potential applicants to apply for existing or anticipated job openings. Good recruiters can place a perfectly qualified candidate in an open position. Great recruiters know how to connect with top talent to get them excited about becoming a part of the companies' vision. The transition from "good" to "great" comes down to how you approach your candidates, how you manage your time, and what you choose to invest in. With these thirteen habits and traits in mind, you can work harder to become a more successful recruiter for your company.

The Ways for effective recruiting
Recruitment is a nuanced process that requires extensive research, thorough procedures, and finesse in order to produce high-quality hires with regularity. With that in mind, here are out top-three tips for effective recruitment:

1. Look internally before externally: there's a good chance the best candidate for your position is already working for your organization. Internal candidates are already familiar with and contributing to your corporate culture and goals. Given their past success within your organization, it is reasonable to expect they will continue to excel in a new position.

2. Reach out to "passive" candidates: there is a good chance your ideal candidate is not actively looking for a new job and will not respond to your job board. Because they're likely already employed elsewhere. After all, why wouldn't your competitors also want to employ your ideal candidate?

   Therefore, effective recruiting requires you to look outside of your applicant pool for top talent. Encouraging your staff to attend industry conferences and participate in professional organizations; developing relationships with local university business schools (or other relevant departments); searching social media sites (i.e. LinkedIn) for strong resumes from candidates who might not be actively looking for a new job; and encouraging your employees to refer people they know or are connected to are all important mechanisms through which to expand your recruitment network.

3. Hire the sure thing: according to two authors and experts, you should hire the person who is already excelling doing the exact job in your industry. Past success, in other words, is the best indicator of future success.

Types of recruiting

There are several types of recruiting. Here's an overview:

1. **Internal Recruiting:** internal recruiting involves filling vacancies with existing employees from within an organization.

2. **Retained Recruiting:** When organization hire a recruiting firm, there are several ways to do so; retained recruiting is a common one. When an organization retains a recruiting firm to fill a vacancy, they pay an upfront fee to fill the position. The firm is responsible for finding candidates until the position is filled. The organization also agrees to work exclusively with the firm. Companies cannot, in other words, hire multiple recruiting firms to fill the same position.

3. **Contingency Recruiting:** like retained recruiting, contingency recruiting requires an outside firm. Unlike retained recruiting, there is no upfront fee with contingency. Instead, the recruitment company receives payment only when the clients they represent are hired by an organization.

4. **Staffing Recruiting:** staffing recruiters work for staffing agencies. Staffing recruiting matches qualified applicants with qualified job openings. Moreover, staffing agencies typically focus on short-term or temporary employment positions.

5. **Outplacement Recruiting:** outplacement is typically an employer-sponsored benefit which helps former employees transition into new jobs. Outplacement recruiting is designed to provide displaced employees with the resources to find new positions or careers.

6. **Reverse Recruiting:** refers to the process whereby an employee is encouraged to seek employment with a different organization that offers a better fit for their skill set. We offer Reverse Recruiting Days to help workers with this process. At our Reverse Recruiting Days we review resumes, conduct mock interviews, and offer deep dives into specific job roles.

At its core, recruiting is a rather simple concept--it encompasses identifying candidates and hiring them to fill open positions. However, effective recruiting combines a bit of art with science. It requires implementing repeatable processes that will lead to reliable results, on the one hand. On the other, it requires sophistication to think outside the box in order to find your ideal candidate.

Recruitment Strategy

A recruitment strategy is a plan an organization enacts to form a recruiting process and establish a candidate pool. An organization uses recruitment strategies to identify a hiring vacancy, establish a timeline, and identify goals throughout the recruitment process. Recruitment strategies are typically the responsibility of the human resources department.

Develop a Recruitment Strategy

Having established clear recruitment objectives, you should next develop a coherent strategy for recruiting individuals to fill job openings. This strategy development phase involves establishing a specific plan of action for attaining recruitment objectives. In order to answer these questions, it is likely that your organization will need to do some research, and it may be useful to view things in terms of a talent acquisition supply chain. The use of the supply chain concept makes sense given that various recruitment decisions will influence such variables as the number and quality of applicants, when they are available, and how they perform if hired. Researchers use the supply chain concept to discuss how individual recruitment decisions relate to a prospective job candidate's view of the whole process.8 Among the questions they address are:

➢ Will a person feel the organization is interested in him or her?
➢ Does the recruitment message directly address why a person should apply?
➢ Is the recruitment message believable?

Studies note that many of the tag lines used to convey an employer brand (such as "Join our Team," "Small Company Environment-Big Company Impact," "Imagine Growing Together") will be seen by job applicants as so generic that they will not differentiate an employer from competitors. Researchers also raise questions about the credibility of such tag lines.

Carry Out Recruitment Activities. The thoughtful development of a recruitment strategy is critical to maximizing the value of your recruitment activities. The next step is to carry out the recruitment activities, such as advertising on CareerBuilder, hosting receptions on university campuses - whatever works for your chosen strategy. Details about recruitment activities will be discussed in a later section.

Measure and Evaluate Recruitment Results.

Most recruitment managers are concerned about whether their activities result in outcomes that meet their original objectives, but unfortunately,

many organizations do not formally evaluate recruitment efforts. In some cases, this is because employers have not gathered data on important recruitment metrics. In other cases, organizations are overwhelmed with the amount of data gathered. Regardless of the reason, this lack of formal evaluation means employers aren't able to learn from past efforts to design future campaigns. When evaluating its recruitment process, your organization should have two major goals.

First, HR usually wants information on recruitment outcomes similar to those in recruitment Metrics, so that staff can learn from past efforts and modify recruiting methods in the future, if needed.

Important Recruitment Metrics
1. Time-to-hire.
2. Cost of filling the position.
3. New employee retention rate.
4. New employee performance level.
5. Hiring manager's satisfaction with the recruitment process.
6. Applicants' perceptions of the recruitment process.

The feedback is reflecting in the learning process.

Second, HR will want to demonstrate to functional managers that what it is doing is valuable for the organization. Phillip Morris and Price water house Coopers are examples of employers that conduct rigorous evaluations of their recruitment efforts. Along with other metrics, these companies have gathered data on universities that typically have yielded the most hires, employees who received the strongest performance reviews and new hires who stayed with the organization the longest. Based on this information, these firms have increased recruiting at some schools and dropped others from their recruitment roster

10.3 CONSTRAINTS ON RECRUITMENT

Definition: Constraints on Recruiting Efforts
Constraints on the recruiting efforts are the hindrances faced during the recruitment process. In real world practice it is actually difficult to find and select a suitable candidate fit for the job. The recruiting organization's mode of communication may not be an appropriate one.

Some of the brilliant applicants may feel that the vacancy is not in line with their current expectation or their talent. An organization may not be able to select the candidates freely even though they offer much better salaries and amenities.

Constraints on Recruitment
Following are few constraints faced by the organization during the recruitment:-
1. Reputation of the organization: The reputation of the organization influences the recruitment process to a great extent. A candidate may not apply to the enterprise if it doesn't carry a good image in the society. The probability of attracting large pool of applicant is reduced in such a case. This usually happen due to poor working conditions, delay in salary, rude management, etc.

2. Unattractive Jobs: If the job is hazardous, tension ridden, boring, unattractive, lacks opportunities, very few of the candidates would be applying for it. At the same time if there is opportunity of growth, flexible working hours, good working conditions, high salary, there would be large number of applicants for such kind of jobs.

3. Trade union: In some of the cases, agreement with the trade unions may be the constraint to recruit employee from outside. An agreement with the union to fill certain percentage of posts will restrict the choice of the management.

4. Organizational Policies: The internal policy framework of the organization also acts as a constraint sometimes for recruiting any applicant. A policy of recruiting higher positions from outside might discourage a deserving candidate to apply in such an organization.

5. Government Policies: Sometimes the government policies also act as a constraint on recruitment policy of the enterprise. Government policy may require certain percentage of seats to be reserved for the weaker section of the society. Government policy may also require selecting a candidate from the list provided by the government employment exchange. Such kind policies restrict the management from recruiting by their choice.

Reputation of the Organization	Unattractive Jobs
* Working Conditions *Compensation Policies * Employment status policies * Rude Management	*Boring *Hazardous Tension Ridden * Lack of Opportunity *Unattractive offer

Constraints on Recruitment

Trade union Relations	Govt & Organizational Policies
* Trade Agreements * Collective Bargaining * Negotiations	* Recruitment Policies * Standing Orders

There is some constraints are faced by the recruiter during recruitment.
1. Recruiter habits
2. Environment conditions
3. Costs
4. Inducements
5. Job Requirements

Let we see in details in the next Unit.

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Constraints on Recruitment
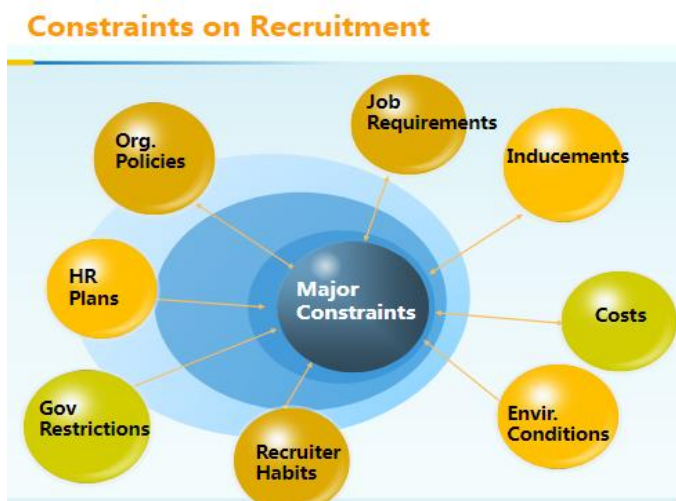
10.4 ORGANIZATIONAL POLICIES

Organizational Policy on Recruitment construed either as one specific policy or as the set of policies utilized, provides a framework for the sequencing, integration, management and oversight of recruiting efforts. Essential recruitment policy requirements include full compliance with governmental as well as in-house regulations and standards, some measures of policy effectiveness, a review and revision mechanism, clearly formulated objectives and awareness of the nature and scope of available recruitment resources.

For the purposes of developing and evolving recruitment policies, keeping abreast of latest innovations or other changes in the field will strengthen the framework, just as making good use of feedback from all three sides of the recruitment equation, the organization, the recruiters and the applicants will.

Organizational Policy on Recruitment comprises the distinct strategies, standards and guidelines adopted by an organization for employee recruitment. A perfect recruitment policy document helps an organization integrate its employee-retention measures, thereby fostering positive growth for itself.

Formulation and revision of recruitment policies can be driven by professional outside or in-house HR consultation and by accumulated, often trial-and-error experience with applicants, HR personnel and candidates. Key to implementation and evaluation of such policies are effectiveness evaluation standards to assess recruitment performance and review procedures that make allowance for feedback and innovation regarding the recruitment field in general and within the given organization.

Recruitment processes depend largely on an organization's recruitment policies. Rules and regulations are set according to the demands of the recruitment situation. For instance, policies for a full-time employee will differ from policies for appointing a part-time employee. There may be different policies for unique recruitment situations. Job types and descriptions play a major role in determining related policies. Organization

policies for recruiting employees include terms and conditions that legally bind them to the company. These terms and conditions should be explained while recruiting a new employee.

Apart from in-house policies, an organization is bound to follow the Federal and State recruitment policies (or their equivalent in other countries and regions). These policies focus on the process of recruitment, employment transparency and employment discrimination, to mention but a few areas of regulated compliance.

Among such employment rules imposed by the Central or State Government, are requirements specifying that an organization must implement unbiased employment practices. The policies should not allow any sort of discrimination such as, age, race, sex, nation, disabilities or religion-or any other category declared "protected" under established law.

10.5 SUM UP

A recruitment and selection policy is a document that summarizes the guiding principles regarding how an organization will conduct the overall recruitment and selection process. Organizational policy is built on one concept: having the right people in the right place. This means not recruiting people with skills below needed level. Or taking into consideration skills that are not essential and forgetting other essential ones. Recruitment needs to apply equal opportunity policy which means not differentiating people according to gender or religion or skin color or ethnic background. Such policy needs to explain to candidates the details of the job and not just outlines. Many times a conflict appears between companies and employees in the skills needed for the job. Sometimes the employee finds himself more qualified for the job or the opposite way around. The policy should reveal a high level of respect to the time and skills of each candidate. Many companies don't even reply to candidates leaving them under pressure and waiting for a call or interview.

10.6 UNIT- END EXERCISES

1   What is a Competitive Analysis?
2   What are the constraints of Recruitment for the Company?
3   What are the constraints of Recruitment for the Member of the recruitment Team?
4   Describe the ways for effective recruitment.
5   How does organizational policy for supporting the right recruitment?

10.7 Answers to check your progress

1. The recruiter job to get the best talent through your company's front door.
2. Maintaining a strict calendar is a must for recruiters to remind themselves.

3. Outsourcing recruitment process gaining more ground in the organization Progress.

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UNIT - XI HUMAN RESOURCE PLANS

Structure

11.1 INTRODUCTION

The Human Resource Plan should not focus only on filling the vacant positions, but should emphasize on hiring the right person for the right job. It also focuses on developing the skills of an existing employee through an interactive training program, with the intention to make them well equipped with the skills required in the future, for the attainment of the organization's objectives.

This plan is generally done to enable an organization to move from the current manpower position to the desired manpower position. The human resource plan begins with the enterprise's estimation for the manpower requirement and then sources are found from where this need can be fulfilled.

11.2   HUMAN RESOURCE PLANS

A human resource plan that anticipates the need for various types of skill requirements and levels of personnel, well in advance, will be able to give adequate lead time recruitment, selection, and training of such persons. Human resource planning becomes all the more crucial because the lead time for getting personnel is a delaying factor in many cases, and the skills that one may need are not always available. No availability of suitable human resources results in postponement or delays in executing new

projects and expansion plans, which eventually leads to inefficiency and lower profitability. Besides, changing job requirements, due to technological change or the growing complexity of business operations, make differing demands on the number and type of manpower required.

11.2.1 Concept of HR Plan

Human Resource Plan is both a process and a set of plans.
1. An effective HR plan also provides mechanisms to eliminate any gaps that may exist between supply and demand. Thus, HR plan determines the members and types of employees to be recruited into the organization or phased out of it.
2. Dynamic by nature, the process of HR plan often requires periodic readjustments as labor market conditions change
3. It is how organizations assess the future supply of and demand for human resources.

11.2.2 Type and features
The Human Resource Plans can be classified by its tenure. Namely..,
1. Long-term HR Plan: 5 years and above
2. Mid-term HR Plan: 2 to 4 years
3. Short-term HR Plan: 1 year

11.2.3 Develop HR Plan: Tool and Techniques Organization Charts and position Description
 ❖ **Hierarchical-type charts:** The organizational charts structure can be used to show positions and relationships in a graphic, top down format. The organizational Breakdown structure (OBS) is arranged according to an organization's existing departments, units and teams.
 ❖ **Matrix Based Charts:** A responsibility assignment Matrix (RAM) is used to illustrate the connections between work packages or activities and project team members. The matrix format shows all activities associated with one person and all people associated with one activity. One example of a RAM is a RACI (Responsible, Accountable, Consult, and Uniform) charts.
 ❖ **Text-Oriented Formats:** Team members' responsibilities that required detailed descriptions can be specified in text-oriented formats.

11.2.4 Requirements of HR Plans
 ❖ **Philosophy:** The organizations' role that they wish to play in society in terms of philosophy. The philosophy of the company should have clarity of thought and action in the accomplishment of economic objectives of a country. The philosophy bridges the gap between society and the company.
 ❖ **Purpose:** Every kind of organized group activities or operations has a purpose. For example, the purpose of a bank is to accept deposits and grant loans and advances.
 ❖ **Objectives:** Objectives are the ends towards which organizational activity is aimed. Every department has its own objectives which

may not be completely same as of the other department or organization.

❖ **Strategies:** Strategy is determination of the basic long term objectives of an enterprise and the adoption of courses of action and allocation of resources necessary to achieve these goals.

11.3   AFFIRMATION ACTION PLANS (AAP)

Affirmative action plan (AAP) is a set of management policies and a practice which seeks to provide equal employment opportunities to all by eliminating such barriers for women, minorities, physically challenged people and other less privileged sections of the society. For example..,

➢ The Central Educational Institutions (Reservation in Admission) Act, 2006
➢ the Bonded Labour System (Abolition) Act, 1976
➢ SC/ST (Prevention of Atrocities) Act 1989
➢ The Protection of Civil Rights Act, 1955

11.3.1 Meaning

Affirmative action is a policy used by Companies, Industries, Factories, Industrial Premises, Manufacturing sectors, and all other Institutions to improve the promotional and employment opportunities for minority groups (including minority races, genders, and sexual orientations) that are commonly and historically discriminated against.

This practice is prevalent across various developed and developing countries of the world, more so in countries with highly heterogeneous populations. It had been formalized through the International Convention on the Elimination of All Forms of Racial Discrimination.

However, the method for AAP varies widely across countries. While the quota system for employment is legislated in India, it is illegal in the United States. Somewhere, AAP promotes the financially weaker strata, while in other locations; it is solely caste-based in some countries like India, Race- based in western countries, religion - based in eastern countries .

A typical organizational AAP must reflect the organization's structure, profile, policies, practices, programs, and data. These are required for comprehending understanding of the organization's operations and the relevance of AAP in that context.

11.3.2 COMPONENTS OF AN AFFIRMATIVE ACTION PLAN

Some typical components of an AAP will be:

1. Workforce analysis: No. of employees in each designation (e.g. 20 general managers in accounting department)
2. Job group analysis: Grouping of designations according to similarity in job (e.g. Group-1 may include general manager, controller and personnel manager)
3. Utilization analysis: Utilization and need of a particular category in each group (E.g. 20% women in Group-1)

Hence, it might be given more clear picture on Affirmative Action Plan (AAP) when compare with the developments in USA.

11.3.3 DEVELOPMENTS IN USA

Eliminating discrimination in the workplace remains a high priority for the government. One of the ways the United States combats discrimination is through affirmative action plans. Affirmative action plans are guidelines that encourage companies to actively seek out employees, vendors and contractors who belong to minority groups. For instance, a government contractor may implement a plan to encourage the recruitment and hiring of qualified minorities, women, persons with disabilities, and covered veterans.

There is a misconception by many employers that they have to have an affirmative action program in place to comply with the requirements of federal and state equal opportunity laws. While true that laws prohibit unlawful discrimination against applicants and employees because of their race, gender, age, disability or national origin, they usually do not require formal affirmative action programs. Employers generally implement formal affirmative action programs as a condition of doing business with the federal government.

- ➢ Affirmative Action Program for Minorities & Women (2016-2017)
- ➢ Affirmative Action Program for Individuals with Disabilities (2016-2017)
- ➢ Affirmative Action Program for Protected Veterans (2016-2017)

Some employers assume that they have to have an affirmative action program in place to comply with the requirements of Title VII and state equal opportunity laws. In reality, while equal employment opportunity laws prohibit unlawful discrimination against applicants and employees because of their race, gender, age, disability or national origin, they usually do not require formal affirmative action programs. Employers generally implement formal affirmative action programs as a condition of doing business with the federal government, but an affirmative action program could also be required by a court as a remedy for discrimination or as a voluntary remedy for past patterns of discrimination.

Three separate laws require certain employers that do business with the federal government to implement affirmative action programs.

Section 503 of the Rehabilitation Act of 1973 requires contractors with 50 or more employees and contracts over $50,000 to take affirmative action with regard to qualified individuals with disabilities.

The Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), as amended by the Jobs for Veterans Act, requires contractors to take affirmative action to employ and advance in employment veterans with service-connected disabilities, recently separated veterans and other protected veterans. VEVRAA requires that contractors with 50 or more employees and a contract of $150,000 or more would need a written affirmative action program.

Under Executive Order 11246, federal contractors and subcontractors with 50 or more employees who have entered into at least one contract of $50,000 or more with the federal government must prepare and maintain a written program, which must be developed within 120 days from the

commencement of the contract and must be updated annually. The program should cover recruitment, hiring and promotion of women and minorities. Any depository of government funds in any amount or any financial institution that is an issuing and paying agent for U.S. savings bonds and savings notes in any amount must develop and maintain written affirmative action programs as well.

Examples:

Examples of affirmative action offered by the United States Department of Labor include outreach campaigns, targeted recruitment, employee and management development, and employee support programs. The impetus towards affirmative action is to redress the disadvantages associated with overt historical discrimination.

Here is a list of ten items contractors should review to ensure compliance during the affirmative action plan year:

1) Review the results of adverse impact analyses for applicants to hires, employees to promotions, and employees to terminations, and follow up on the results that are statistically significant to ensure the company can explain the results.

2) Review personnel processes for individuals with disabilities and protected veterans in a form that allows the contractor to prove its review (i.e., a checklist). Common issues are parking lot and building accessibility, Braille signage, visibility of posters to a person in a wheelchair, and website accessibility.

3) Audit compliance with periodic review of physical and mental qualifications in job descriptions, review of denied requests for reasonable accommodation, implementation of anti-harassment practices related to disabled individuals and protected veterans, designation of person responsible for affirmative action in all communications, annual manager training on a contractor's obligations, progress against disabled individuals' goal of 7 percent, and the contractor's hiring benchmark for protected veterans. This review should be documented so the contractor may show its audit to OFCCP.

4) Review the company's self-identification questions for race, sex, disability and protected veteran status. The company should confirm that each question has an option for a person to decline to self-identify and that the questions cannot be skipped. The company should confirm that it is using the mandatory language for disability self-identification. It is common for the self-identification questions approved by the employee handling OFCCP compliance to be changed when implemented within an electronic applicant tracking system.

5) Review purchase order terms and conditions to ensure OFCCP's required clauses are included.

6) Update the equal employment opportunity policy for the upcoming calendar year and get it signed so it may be posted (calendar year AAPs only).

7) Ensure the contractor posted an "Invitation to Self-Identify" to encourage protected veterans and disabled people to self-identify themselves to the company.

8) Assess external recruitment sources for protected veterans and disabled people and be willing to end relationships with poor performing sources. Again, document your assessment.

9) Prepare report on affirmative action results to management.

10) Conduct discrimination-focused compensation analysis, which is an annual requirement for a contractor.

11.3.4 Developments in India

Affirmative action programs are complex to create. Most employers do not choose to implement such programs unless they become mandatory. An affirmative action plan consists of statistical analyses of an employer's utilization (or underutilization) of individuals from certain protected classes such as women, veterans, minorities, and people with disabilities. An affirmative action plan will also contain information about the steps that will be taken in order to improve the representation of these types of individuals in the workplace. Affirmative actions include training programs, outreach efforts, and other positive steps. These procedures should be incorporated into the company's written personnel policies. Employers with written affirmative action programs must implement them, keep them on file and update them annually.

If you are uncertain if affirmative action laws apply to you, please contact your legal counsel or give us a call. Our team of experienced HR specialists can provide you general guidance on the applicability of the regulations to your business. Laws prohibit unlawful discrimination against applicants and employees, but that does not mean that all employers must adopt affirmative action programs. Seek our expert advice if you are uncertain.

For assistance with any or all of your human resource needs, HR Affiliates provides solutions that fit any company.

11.4 RECRUITER HABITS:

It can be classified as a) for a company and b) for the individual Recruiter.

a) Habits of Successful Recruiters for a Company

Habits are routines and behaviors that you do regularly without even thinking about it. Develop good habits and you'll set yourself up for success, but if you develop bad habits you'll be in for a frustrating experience.

Luckily, habits are things that you can control. Stay focused and you can develop the right habits to help you do your job. In the world of HR, the right habits will help you find, recruit, and hire the top talent and drive your company to success.

Below you'll find the habits of successful recruiters:

1) Be Proactive – Plan ahead and make sure things are done correctly and on time.

2) Be Outgoing – An outgoing personality will help you to meet and greet the right people.

3) Be A Team Player – Remember that it's not all about you. Your goal is to strengthen the entire team and company.

4) Push Your Comfort Zone – Just because you have never tried something doesn't mean it won't work. Push your comfort zone and be willing to try new things.

5) Track Your Metrics – Be organized and track what works and what doesn't work.

6) Remember People's Names – When you call someone by their name it personalizes their experience and can build stronger relationships.

7) Communicate Wisely – Communication is always important. Make sure that people know what's going on at all times so that everyone is prepared and ready for what comes next.

8) Develop Your Current Team – The hiring process is just the first step. Take care of your new employees to ensure that they have what they need to do their job and to be happy at work.

9) Keep Up With HR Trends – Stay up to date on your niche and industry. Watch the trends to see how it will affect your job and your recruits down the line.

10) Build Your Network – Never neglect your network. Always go out and meet new people because you never know who might be a valuable connection in the future.

11) Think About The Big Picture – Take a minute to step back and look at the bigger picture. Have long term plans and goals that will set you up for success.

12) Do Your Research – Even if everything looks great on paper, go the extra mile to ensure that everything is actually how it seems.

13) Get Creative – Think outside the box when recruiting, writing job ads, and attracting talent.

14) Seek To Improve – You can always be better at your job. Never grow complacent. Instead always seek to improve yourself.

15) Tap Into The Right Sources – Know where to find the best people for your company. Go beyond job boards and social media and target the top talent in the right places.

16) Build Your Talent Community – Build your company's web presence and create a social community that wants to work for you. It will make it easier to find prospective job candidates.

Based on this list, have you developed the habits of a successful recruiter? What can you improve on that will help you do your job better? Do these things on a daily basis until they will become good habits that will set you up for success.

b) Habits of Successful Recruiters for a Individual /Member of the Team

As a recruiter, it's your job to get the best talent through your company's front door. However, when you're recruiting the best of the best, you also need to be the best of the best. Of course, becoming a great recruiter takes skill, practice, and intuition, but there are a number of habits and traits that you can adopt quickly to help you become a better HR professional for your company.

Let's take look at the most significant habits or traits that can help you become a more successful recruiter.

1) Keep it personal
2) Maintain a calendar
3) Focus on the candidates
4) Perfect your outreach
5) Adopt a modern approach
6) Learn the ways of the business
7) Track your efforts
8) Get social
9) Turn off notifications
10) Stop screening out
11) Get proactive about referrals
12) Use automation tools
13) Take control of your reputation

In detail

1) Keep it personal

Whether you're screening applicants or pursuing passive candidates, the connections you make will likely determine whether or not they come in for an interview or accept a position.

Copying and pasting aren't going to help you attract the best talent for the job you need to fill. So finding your own style in the process is imminent.

You want your correspondence to feel personal and unique, no matter the stage of the interview process. Include their name, touch on the unique conversations you've had, or mention details found on their cover letter or resume. If you're using automated e-mail sequences in the first stages of the recruitment funnel, make sure that they feel authentic. Make sure the 'vibe' you give off, is that of you.

2) Maintain a calendar

Organization is key for any recruiter. When you have phone calls, meetings, interviews, and your own day-to-day tasks, you need to stay on top of things. Maintaining a strict calendar is a must. Be sure to check off a task when you finish one. Why? Because checking off a task literally gets you high. Checking off a task from a checklist lets the brain release a small amount of dopamine which motivates you to work until you can check off the next item on the list as well. As a Individual, the recruiter to use to do it to organize my day-to-day checklists. It's easy and free!

Also, don't be afraid to block sections of your calendar for one single task. Sectioning off specific times within your calendar to focus on particular tasks helps you stay productive throughout the day.

Try to align tasks with your biorhythms as well. Do you feel sharp and focused in the mornings? Then start the day with your sourcing activities. Are you the type of person that needs some time to get the cognitive engine running? Start the day with a short meeting or standup. Experiment with different set-ups to work out what fits your personality best. Test and iterate.

3) Focus on the candidates

We have said it before, but the Candidate Experience is more important than ever when it comes to recruiting. While technology makes it easy to

connect with talent all over the world, if you're not properly considering the experience throughout the entire interview process, you may miss out on attracting that top candidate.

Focus on what the candidate needs while you're screening, interviewing, and making your final decision. Remember, the decision to work with you is just as big for the candidate as it is for your company. Especially in today's world where a thousand more options are just one click away, it's crucial to think about and optimize your Candidate Experience. Create an environment where both of you can thrive.

Tip: Keep in mind that reciprocity is one of the six Principles of Persuasion as identified by Robert Cialdini. Give a little in order to receive a little. This works in many fields and is applicable to recruitment as well. Use your imagination!

4) Perfect your outreach

As a recruiter, it's your job to get prospects excited about the position. If your initial outreach is boring, stiff, or a little too casual, you'll find that you're unable to attract the best talent for the position. Perfecting your initial outreach message is important for bringing both applicants and passive candidates in for an interview. When you're able to share the right details, talk to the right pain points, and provide the right insight, you can create a buzz in just one message.

Show the person you reach out to that he wasn't just part of a list you sent 100 emails to. Personalize the message and your open and response rates will skyrocket.

5) Adopt a modern approach

Technology is making its way into the recruiting world more and more and gives recruiters that adopt it, a huge competitive advantage. The right use of technology increases your efficiency and effectiveness drastically. If you're not adopting a modern approach to finding, screening, and tracking candidates, they're likely to head off to work for other brands and businesses that do.

The Harver Platform gives applicants an engaging experience and provides an elaborate data report to recruiters. Implementing AI apps (*Artificial Intelligence applications*) and tools, streamline your process to help you find the best candidates more efficiently. For more information on how an AI-driven pre-hiring and talent matching platform can sort you out, request a demo with one of our consultants here.

6) Learn the ways of the business

Great recruiters know what their company will need before they even need it. In order to know what is needed, you have to be knowledgeable about every business unit in your organization. Monitor your company's processes, patterns, and strategic decisions. Talk with every employee to get an idea of where needs and pains lie. Being curious this way helps you work proactively to get the right talent exactly when your team is ready for it. Staying on top of trends and focusing on the future instead of the present can get your business in front of the right applicants at the perfect time.

7) Track your efforts

Do you already have a Data-Driven mindset? As a recruiter, you should be tracking your applicants the same way your marketing department tracks

their leads. Keep an eye on how each individual applies for a job. What source do they come from? What information are they provided with, and what stage of the hiring process do they reach? Basic metrics that help you identify exactly which of your channels brings in the top-quality candidates, after which you can decide to double down your budget on this particular channel. Additionally, the right tracking system allows you to ensure none of your candidates fall through the cracks. By tracking your recruitment efforts, you'll know exactly who to reach out to and when.

8) Get social

Social media is more than just a marketing tool. It's also a great way to recruit top talent. While LinkedIn is a great way to post openings or find potential hires, other platforms, like *Twitter, Instagram, and Facebook*, can help you show off what it's like to work for your company. If done right, these "behind the scenes" views into your business attract applicants and help you really sell your company. For example, Hotel Marriott uses Instagram to show a real-world perspective of what it's like to work for the hotel chain. Encourage your team to take to social media to show the positive sides of working for the business. When applicants jump online to learn more about who they're interviewing with, they can also get to know a bit about their potential team members.

9) Turn off notifications

Are you constantly distracted by the buzz or ping of a new notification? Most recruiters are. With candidates constantly emailing, calling, or messaging you about their application status, it can be difficult to get anything done. To stay productive, turn off your notifications. Create a schedule where you only check your email or voicemail at a specific time each day. This can eliminate your distractions and help you stay focused on one task at a time. Are you still enticed to check your phone too much for your taste? Turn your screen color settings to grayscale during the day. Try it! To assure you that it's instantly less fun to check your screen. Here's how:

10) Stop screening out

You're probably sitting there wondering how you can possibly find the right applicant without screening first. While screening unqualified applicants is an important step in finding the right fit for the job, you shouldn't be focused on screening applicants out. If you have a list of "nos" you're looking for when talking to a potential hire, you're only focusing on the negatives.

Instead of screening out, focus on the unique qualifications and needs of the job. Listen to the benefits each candidate can bring and apply them what your team is looking for in a new hire. In short, focus on the 'yes'. And don't forget, if someone is a little quirky at first, that person might just be a great cultural asset to your team!

11) Get proactive about referrals

Referrals typically come when someone is actively looking for something new. Although these referrals may be qualified, they aren't always top talent. In order to connect with more high-level candidates, you want to take the referral business into your own hands.

Get proactive about how you get referrals from your team members. Rather than waiting for someone to come to you, go to them and ask if they know any great salespeople, marketers, or engineers – even if they think that person may not be actively looking for employment. It's hard to say no to a free coffee around lunchtime so invite these, not-actively-looking-for-employment-type people for a coffee, stay top of mind after, and the opportunity to reel them in will present itself sooner or later.

12) Use automation tools

Between scheduling, track, and communicating with applicants, recruiters have a lot to do – but you don't have to do it all manually. Automation and AI tools can help take some of the work off your hands so you can get more done in less time. Whether you're using a scheduling tool to allow applicants to make their own appointments or generating reports with AI, including some automation tools in strategic places into your recruitment processes can make your job a lot easier. For example, A personal favorite of mine is Calendly – which allows applicants to schedule meetings with you, instead of the other way around. It makes your life easier, empowers candidates and makes the whole process of scheduling meetings way more efficient, win-win-win!

However, try not to go overboard by automating everything. You don't want to lose your personality in the process of streamlining your hiring.

13) Take control of your reputation

Engaged employees care about the companies they work for. If a company has a bad reputation or too many negative reviews, it can hurt the quality of candidates you see. To connect with the best applicants possible, take control of your company's reputation.

Managing your company's online reputation helps attract the best applicants. Monitor reviews on sites like Glass door or Indeed – even if you're not using it for job postings. Be aware of the problems or comments your company may face and do what you can to ensure they're resolved. Go above and beyond to ensure your company has a strong reputation for being a great place to work.

Consider adding an analytics tool to your funnel to measure what candidates think about the process. This way you can work on providing the best experience, get better reviews and more engaged candidates.

11.5 ENVIRONMENTAL CONDITIONS

The environment of any organization is defined as all those elements existing outside the boundaries of the firm, which have potential to influence all or part of the firm. Environmental influences as factors that impact the Human Resource management operations within ail organization. These factors keep changing and HR Managers must constantly track these dynamic internal arid external factors and make corresponding changes m the HR strategy.

External influences are changes outside the organization which include legal, political/governmental. Techno logical, social and economic factors affecting business operations. Government regulations require that the HR department operates in accordance with the law. The regulations control all

HR processes like recruitment and selection, training, compensation, termination, and much more.

Economic Conditions shape the economy and affect the remuneration of candidates recruited and the decision of whether or not to hire Social factors are the workforce demographics; The HR department must devise ways of dealing with all generations and what packages to offer them. Technology revolutionizes the operations of an organization by influencing the number of staff hired to perform a task and can be used as a cost saving me a sure.

Internal influences are factors from within the organization that can be controlled by the organization- the mission, values, policies, strategies, goals, size of the firm, organo-gram. Management style: culture among others. HR practices and policies must be consistently matched with the mission statement as it demonstrates the basic sense behind the formation of the organization by giving an orientation to any function or framework which organizations must operate in. Organizational .strategy shows the methodology to achieve purpose and requires a restructure of rules, departments and principles in the organization. The successful practices of human resource management sub-functions facilitate achievement of objectives. The HR strategy should be with organizational strategy. The size and growth of an organization is measured through the amount of annual income, the .sum of production, number of employees or profits. Accordingly. HR operations. in terms of number of functions, is lower in .small firms than a large organisation
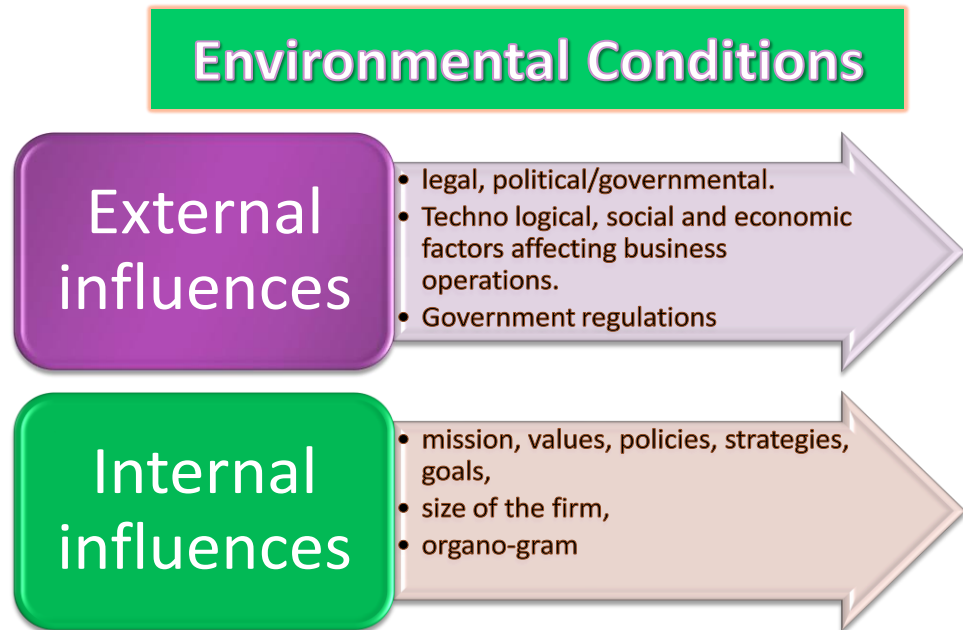
The organization's size is also of significance, in terms of participative, autocratic, democratic or laisez faire. Departments in large organizations may be can be more autonomous as such Sims are democratic. Vertically structured organizations, have bureaucracies which reflects that HR has

tighter control of higher hierarchical levels. The history of organizations reveals what is favorable or unfavorable for it. Traditions and past practices may in strategy implementation, be a great source of resistance. Accordingly, internal promotion, policies of remuneration, characteristics of new personnel, union's relations, could all be shaped by the significance that the senior management team gives them.

A permanent, standardized screening process could greatly simplify the selection process. However, development of such a process—even if it were possible and desirable—would not eliminate deviations to meet the unique needs of particular situation.

- ✓ Legal Considerations: Legislation, executive orders, and court decisions have a major impact on human resource management . It is important for hiring managers to see the relationship between useful and legally defensible selection tools.
- ✓ Speed of Decision: Making The time available to make the selection decision can have a major effect on the selection process. Closely following selection policies and procedures can provide greater protection against legal problems; however, there are times when the pressure of business will dictate that exceptions be made.
- ✓ Organizational Hierarchy: Different approaches to selection are generally taken for filling positions at different levels in the organization.
- ✓ Applicant Pool: The number of applicants for a particular job can also affect the selection process. The process can be truly selective only if there are several qualified applicants for a particular position. The number of people hired for a particular job compared to the individuals in the applicant pool is often expressed as a selection ratio.
- ✓ Type of Organization: The sector of the economy in which individuals are to be employed in private, governmental, or not-for profit can also affect the selection process.
- ✓ Probationary Period: Many firms use a probationary period that permits evaluating an employee's ability based on performance. This may be either a substitute for certain phases of the selection process or a check on the validity of the process.

COSTS FACTOR

Some economic dimensions, including financial conditions, unemployment, labor diversity and structure of the labor market are considered important macroeconomic variables. The entire recruitment process is expensive since the search candidates and training of those carrying out recruitment and the cost varies depending on the number of vacancies; with an unemployment level below the average of 10 % in Europe, the new generations, the withdrawal generations retire, compete to become increasingly acute among organizations. Such organizations hire those who have some potential and are willing to develop their skills. Organizations may use different institutions and different categories of candidates to attract them: universities – the relationship between organizations and universities are beneficial for both sides, placement

agencies, can be an important source of recruitment, people with disabilities, they face various negative attitudes, but the organization must take into account for certain activities and retirees who because they possess skills which can be a source of recruitment should not be forgotten. Substantially affect human resource management. Today the European internal market is becoming stronger by removing many barriers between countries. Also, when taking into consideration: increased traffic of goods, communications policy, media policy, consumer policy, literacy policy, free choice of employment and residence stability, we can say that we are witnessing the essential events will give rise to significant changes. They go to standardize on one hand and on the other hand favors the growth of market dynamics. Changes in markets, leading inevitably to a new application personnel both quality and quantity time with them on getting staff to change, and the increased demands on staff development.

> Outsourcing: Outsourcing recruitment process gaining more ground in the organization and is explained by Routine process outsourcing using all functions of the organization,

> the organization may outsource only certain phases of the process , and those considered strategic, keeping them to control the process;

> The importance given to the process in time and money - may be more cost effective if outsourced;

> The level of professionalism of some external providers, recruitment agencies, thus reducing the risk of outsourcing. In recruiting aims the quality of internal customers - adequacy individual post by indicators such as the percentage of employees at the end of the probationary period, the assessment activity after one year , the degree of leaving the job early.

> Quality external clients: to use indicators such as the number of spontaneous applications. Most organizations focus increasingly more on their core activities and related activities (recruitment, selection) are delegated to specialized organizations or in certain countries where costs are lower.

INDUCEMENTS

Competitive advantage increasingly depends not only more internal capabilities of a company, but also the types of alliances and the scope of its relations with other companies, Collaborative work between companies has a profound effect on managerial practices implicitly on best practice recruitment and selection. Alliances can be formed in order to increase market access, reducing costs, increasing productivity and sales, profit and improve the image. Alliances are now perceived as a means to add value to the firm, focusing on strategy, knowledge and opportunity to involve competitors. Alliances appear in various legal and organizational forms, some contract, some based on a joint venture.

In recent years this activity has been increasingly promoted and supported in terms of ethics, ensuring a diverse workforce and in terms of management needs. Thus, we analyze three main factors: an organization to provide an environment compatible with diversity by promoting the organization and its culture, maintain a balanced gender, ethnicity, religion or color, be attention to where and how the recruitment is conducted and

what effects it will have on diversity candidates. Applicant should perceive the organization as a positive place where you can work, so some steps are required in applying the principles of diversity: the image of diversity, diversity in recruitment team integration, implicating new methods of recruitment, such as anonymous resume, inserting in the recruitment notice of images and texts that support the use of diversity; statements of organization in which it shall equal employment or use by organizations of recruitment ads and special materials

11.6 JOB REQUIREMENTS

Knowledge and experience in employment law, compensation, organizational planning, recruitment, organization development, employee relations, safety, employee engagement, and employee development. Better than average written and spoken communication skills. For that the manager has to be skillful in preparing the job descriptions and Job specifications.

Job requirements are job qualifications and skills necessary for a certain position in the company required for. Job requirements are usually written in form of a list that contains most important job qualifications, skills and qualities that a candidate must possess in order to be able to perform certain job duties.

Job requirements are "must haves" that an employer is looking for in a candidate for a certain job position.

Job requirements are equally important for both employers and job seekers. Their main goal is to let candidates know what is required of them before they apply.

For employers

For an employer, job requirements are a way of preselecting potential candidates.

1. They are used to communicate employer's expectations from job seekers.
2. By laying out clearly defined job requirements, employers can attract the right type of candidates.
3. Over or under qualified candidates will be turned away from applying, thus saving employers a lot of time and money in the long run.

For job seekers

For job seekers, job requirements are the crucial part of job postings (job ads).

1. Job requirements section of the job ads should clearly state what an employer is looking for. That way, potential candidates can know what is required of them before applying.
2. If they match all the job requirements criteria, it means they are a good fit for a job and they have a chance of actually getting it.
3. On the other hand, if they don't match the job requirements criteria, they probably shouldn't waste their time applying, because they have a little chance of getting the job.

Job requirements should be carefully crafted to encompass all the most important attributes, skills and knowledge of applicant's personal characteristics' required to the job.

Thus, to write efficient job requirements, you should combine your job description with your candidate persona and choose the most important, key job qualifications and skills desired in your perfect candidate.

In the following text, we will show you exactly how to write great job requirements.

We'll start with the content, explain the best format for presenting job requirements, optimal length and introduce possible job requirements sections.

Importance of Job Requirements:

Here are the 8 most important job requirements types:

1. Work experience - types and amounts (years) of work experience
2. Skills (soft skills and/or technical skills)
3. Specific knowledge
4. Education level and type
5. Professional licenses, accreditations and certifications
6. Personal qualities and attributes
7. Languages
8. Physical abilities.

11.7 SUM UP

Any company is flourishing by recruiting the right person for right job. They are not willing to recruit wrong person to be trained as best candidate to induct into employment. They compare those entire elements to recruit any person for the positions in the company. So Affirmative action Plan will be serving for the social cause to the nation as take in part in the social welfare policy of the nation. But the private companies from India are doing such task in a required manner expected by the rulers of the state. So in the coming years, the country has to develop exclusive plan for the private and public company to accommodate socially privileged groups.

11.8   UNIT- END EXERCISES

1. What is a Affirmative Action Plan?
2. Describe the good recruiter's habits.
3. How does the environmental conditions of the firms to be a part of AAP?
4. Write short notes on Affirmative Action Plan in USA.
5. How did the Affirmative Action Plan playing its role in employment sector in India?

11.9 Answers to check your progress

1. The recruiter job is to training calender.

2. Affirmative Action Plan /Program for Minorities & Women in India.

3. Job requirements are equally important for both employers and job seekers.

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UNIT - XII CHANNELS OF RECRUITMENT

Structure

12.1 INTRODUCTION

The recruitment service used by professional companies to find and hire the most suitable and relevant candidate for a job role, who may or may not be looking for a new job opportunity. Whereas, an executive search is primarily focused on boarding senior executives; like that of CXO, Senior Vice-President level. The act of using a personnel firm to locate potential candidates to fill open senior-level management or other critical positions in your company. Executive search also known as headhunting is a specialized recruitment service which organizations pay to seek out and recruit highly qualified candidates from the designated subjects or management subjects in particular.

Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. In simple words, the term recruitment refers to discovering the source from where potential employees may be selected to lead the company in future.

12.2 RECRUITMENTS IN MODERN PRACTICE

Recruitment refers to the overall process of attracting, short listing, selecting and appointing suitable candidates for jobs either permanent or temporary within an organization. Recruitment can also refer to processes involved in choosing individuals for unpaid roles. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based

technologies which support all aspects of recruitment have become widespread.

Ministry of Human Resources development and Ministry of Employment and Labour in India prescribing various programs for youth, aboriginals, and persons with disabilities, at no cost for both parties of the company. Professional and Trade Associations regularly send their members newsletters or magazines in which organizations can place job advertisements. Labor Organizations popular in construction industry, where they have a bank of people with different skills. Employer as for certain amount of such and such. Union sends them there, then notifies them about other assignments when their done. Military Personnel, Production Management Council allows employers to place job postings for skilled personnel to employ them across the country at no charge.

SOURCES OF RECRUITMENT

Internal Sources ⟷ **External Sources**

Internal Sources:
- Previous Applicants
- Present Employees
- Employee Referrals
- Former Employees

External Sources:
- Advertisements
- E-Recruitment
- Campus Recruitment
- Internships & Projects
- Employment Exchanges
- Walk-ins, Write-ins & Talk-ins
- Contractors
- Acquisition & Mergers
- Professional HR Associations
- Employee Poaching & Raiding

Advertisements

These constitute a popular method of seeking recruits as many recruiters prefer advertisements because of their wide reach.

Want ads describe the job and the benefits, identify the employer, and tell those who are interested and how to apply. They are the most familiar form of employment advertising. For highly specialized recruits, advertisements may be placed in professional/business journals. Newspaper is the most common medium.

A number of factors influence the response rate to advertisement. There are three important variables- identification of the company, labor-market conditions, and the degree to which specific requirements are included in the advertisement.

Employment Exchanges

Employment exchanges have been set up all over the country in deference to the provisions of the Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959. The Employment Exchanges (Compulsory Notification of Vacancies) Act was enacted in 1959 to provide for

compulsory notification of vacancies to the Employment Exchanges and for the rendition of returns relating to Employment situation by the employers. This act came into force with effect from 1st May, 1960. The Act applies to all industrial establishments having 25 workers or more each. The Act requires all the industrial establishments to notify the vacancies before they are filled. The major functions of the exchanges are to increase the pool of possible applicants and to do preliminary screening. Thus, employment exchanges act as a link between the employers and the prospective employees. These offices are particularly useful in recruiting blue-collar, white-collar and technical workers.

Campus Recruitment

Colleges, universities, research laboratories, sports fields and institutes are fertile ground for recruiters, particularly the institutes. In fact, in some companies, recruiters are bound to recruit a given number of candidates from prestigious institutes every year. The IIMs are an important source for recruiting management trainees and attracting the recruiters for fulfilling their expectations for the job from the applicants. All are having same talents and skills but application part of such talents and skills only people differs with. If Skilled applicants completed the study other than celebrated institutions will not get that much fabulous and imaginary personality when compared with these B schools. That illusions created by the educational institutions and corporate word. So the person hailed from gross root level for attaining his career is so difficult now a days but there are some opportunity are vested with these people. They should picking up in right time like long awaited hungry Crane like. The world is celebrating such people when they are stabilized in their career after long struggle. Ex. Sundram Pichai, Azim Premji, Lakshmi Mittal, Anand Mahendra, Raguram Rajan, Shantanu Narayen, Ajay Banga and Satya Nadella

Walk-ins, Write-ins and Talk-ins

The most common and **least expensive approach** for candidates is direct applications, in which job seekers submit unsolicited application letters or resumes. Direct applications can also provide a pool of potential employees to meet future needs. From employees' viewpoint, walk-ins are preferable as they are free from the hassles associated with other methods of recruitment. While direct applications are particularly effective in filling entry-level and unskilled vacancies, some companies compile pools of potential employees from direct applications for skilled positions.

Write-ins are those who send written enquiries. These job seekers are asked to complete application forms for further further processing.

Talk-ins are becoming popular nowadays. Job aspirants are required to meet the recruiter (on an appropriated date) for detailed talks. No application is required to be submitted to the recruiter.

Consultants

ABC Consultants, Ferguson Associates, Human Resource Consultants, Head Hunters, Batliboi and Co., Analytic Consultancy Bureau, Aims Management Consultants and The Search House are some among the numerous recruiting agencies. These and other agencies in the profession

are retained by organizations for recruiting and selecting managerial and executive personnel.

Consultants are useful in as much as they have nation-wide contacts and lend professionalism to the hiring process. They also keep prospective employer and the employee anonymous. But, the cost can be a deterrent factor. Most consultants charge fees ranging from 20 to 50 per cent of the first year salaries of the individuals placed.

Contractors

Contractors are used to recruit casual workers. The names of the workers are not entered in the company records and, to this extent, difficulties experienced in maintaining permanent workers are avoided.

Displaced Persons or stranded Person

Sitting and implementation of a project in an area would result in displacement of several hundred inhabitants. Rehabilitating the displaced people is a social responsibility of business. Such people are a source of recruitment, not only for the project which caused the displacement, but also for other companies located elsewhere.

Rehabilitation of displaced persons is mandated by the government, and the World Bank has made it conditionality for granting assistance to the concerned country.

Radio and Television

Radio and television are used but sparingly, and that too, by government departments only. Companies in the private sector are hesitant to use the media because of high costs and also because they fear that such advertising will make the companies look desperate and damage their image.

Radio and television can be used to reach certain types of job applicants such as skilled workers. Besides, there is nothing inherently desperate about using radio or television. Rather it depends upon what is said and how it is delivered that implies some level of desperation.

Acquisitions and Mergers

Another method of staffing firms is a result of the merger or acquisition process. When organizations combine into one, they have to handle a large pool of employees, some of whom may no longer be necessary in the new organization. Consequently, the new company has, in effect, a pool of qualified job applicants (although they are current employees). As a result of the merger or acquisition, however, new jobs may be created as well. Both new and old jobs may be readily staffed by drawing the best-qualified applicants from this employee pool.

Competitors

Rival firms can be a source of recruitment. Popularly called 'poaching or 'raiding', this method involves identifying the right people in rival companies, offering them better terms and luring them away.

E-Recruiting

E-recruiting involves screening candidates electronically, directing potential hires to a special website for online skill assessment, conducting background checks over the Internet, interviewing candidates via

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videoconferencing, and managing the entire process with web-based software.

Perhaps no method has ever had as revolutionary an effect on recruitment practices as the Internet. There are respective company websites devoted in some manner to job posting activities. Currently, employers can electronically screen candidates' soft attributes, direct potential hires to a special website for online skill assessment, conduct background checks over the Internet, interview candidates via videoconferencing, and manage the entire process with web-based software. Companies benefit immensely through cost savings, speed enhancement and extended worldwide candidate reach which the Internet offers. From the job seekers' perspective, the Internet allows for searches over a broader array of geographic and company postings than was possible before.

12.3 CHANNELS OF RECRUITMENT

Channel is a medium or system of communication to converse with others. In Recruitment, the channel denotes that it is a mode or medium for employing the people for their requirements.

1. Employee Referrals

    Employee referrals have been and will continue to be one of the top channels for acquiring top talent for a startup. Employees generally only refer people who they are certain would be a good fit, co-operative, hardworking, and an asset to the organization for the particular position. This may be because they are subjecting their own reputation to risk when they refer someone. The organization benefits from great talent and a reduction in expenses and time associated with recruitment.

2. Company Website

    A company webpage(s) is a great and practically no-cost place to speak out about why prospective hires should consider working for your company (such as career growth, job atmosphere, salary, and perks).

    ➢ Incorporate a button on the homepage that would take the website visitor to career opportunities/vacancies.

    ➢ Offer multiple options by which candidates can communicate their contact details or other information to you (phone, fax, online, in person, and so on).

    ➢ Current vacancies can be advertised on the website but at the same time never mention that no positions are presently available with your company. By doing so, you may be missing out on some very valuable talent who could contribute much to your company's progress.

3. Social Media And Professional Networks.

    Properly managed social recruitment techniques enable employers and recruiters to get the attention of and hire highly qualified candidates, with greater reach and less cost than conventional recruiting methods.

4. Internet Job Boards

According to The Undercover Recruiter, two-thirds of that percentage utilizes job boards to locate jobs that may be of interest to them. Another finding from the report is that job boards that don't have an option for candidates to upload their job histories or qualifications were responsible for lowered utility for both candidates and employers. Look for a job board(s) that supports features such as social integration and mobile access so that you have maximum reach.

5. Internal Recruitment

Internal recruitment involves evaluating one's own current staff to see if any of them are suitable to fill a vacant job position. This kind of recruitment as opposed to external recruitment is associated with benefits such as the following:

> ➢ Management has a good understanding of the employee's capabilities.
> ➢ Existing staff get new opportunities (or career growth) which in turn boosts staff dedication and retention.
> ➢ Less time and expense are spent on recruitment.
> ➢ Reduction of the knowledge gap –The employee taking over the new post can mentor and train the employee who is to fill his old post.
> ➢ Corporate knowledge remains in-house.

6. Recruitment Agencies / Headhunters.

A recruitment agency is a good option to consider when you are short of time to hire for the vacancy, have not been able to fill the vacancy for quite some time, don't have internal HR or have noticed high turnover rates for the vacancy and require expert assistance. Recruitment agencies are chiefly of two kinds – contingency firms and retained firms. The former type is wholly performance based and you have to pay them only if they are successful in placing an employee with your company. The latter type is contract-based and has to be paid whatever the outcome.

7. College Recruitment Programs

For students and alumni, college recruitment programs are an opportunity to discover more about potential employers, to apply for jobs and internships specifically posted for candidates from your school, and to meet with companies on campus and/or by invitation to the company's offices

8. Company Internal Candidate / ATS database.

An applicant tracking system (ATS) is a software application that enables the electronic handling of recruitment and hiring needs. An ATS can be implemented or accessed online at enterprise or small business levels, depending on the needs of the organization; free and open-source ATS software is also available. Applicant tracking systems act as an electronic gatekeeper for an employer. The ATS parses a resume's content into categories and then scans it for specific keywords to determine if the job application should be passed along to the recruiter. Most of the leading firms are using

this platform directly from the vendor or through third party or outsourced to prominent agencies.

9. Video Interviewing (Video Conferencing)

A number of tools and solutions with which employers can conduct video interviewing, are available. With these tools, you can utilize live or recorded video to do things such as pre-screen prospective hires and/or carry out job interviews. With video interviewing, in the time usually taken for a one-person interview, it is possible to rate, appraise and select several or many of them. Some tools enable asynchronous interviewing. So, usually, candidates can answer a set of questions furnished by the employer with the interview being recorded at a time, and place convenient to them. Some examples of video interviewing platforms from the U.S and U.K are: Zoom, Google-Meet, Cisco webex, What's app Video calling, Facebook Live streaming, Sonru, InterviewStream, Montage, HireView, Tazio, Jobvite, and LaunchPad Recruits.

According to a recent study conducted USA by Office Team, an administrative staffing firm, 63 percent of HR managers in the U.S carry out employment interviews using video, showing an increase by 14 percent from a year ago. In addition to it being a medium favored by the younger generations, video can catch subtle kinds of body language and emotional clues, and also aspects of the candidate's personality, making it a great recruitment channel.

10. Trade Journals/Print Newspapers

Recruitment advertising by way of print newspapers and trade journals is still alive. A lot of heavy industry, service and mechanical positions are effectively advertised in local newspapers. The advantages of print advertisements include: the ability to reach a large audience with certain specialized skills and also to cover a large audience in a particular geographic area, newspapers are a considerably lower cost option, and candidates generally believe that any organization which takes the time and effort to advertise in a trade publication or newspaper takes its position on offer seriously.

Before advertising in a local newspaper, check out the paper's advertisement format and script your advertisement with an appearance and size that would attract attention. The advertisement should be lucid enough in its requirements so that obviously unqualified persons are discouraged from applying. For advertisements in trade publications, consider those publications which you regularly read or scan because the probability is high that job seekers pertaining to your industry are checking them out too. You can also consider print publications that have online versions and check whether your print ad would feature in the online version too, if you're interested.

12.4 COMMON TYPES OF RECRUITMENT AT PRESENT

The following are common types of recruitment.

> ➤ Employer Branding. Attracting talent by working on your reputation and brand recognition as an employer
> ➤ Publications, Advertisements, Flip messages, Pop-up Messages etc..,
> ➤ Databases (Internal and External Database)
> ➤ Internal Recruitment.
> ➤ Employee Referral
> ➤ Promotion
> ➤ Events
> ➤ Internships.

12.5   RECENT TRENDS FOR IMPROVING RECRUITING PROCESS

In the modern VUCA (Volatility, uncertainty, complexity and ambiguity) world, the recruitment is possible to recruit at their own destiny without affecting or depending anybody. But you need to compete with Gen Z populations with technological knowledge and support. Here listed some of the latest trends at this point of time but it may be over thrown by its rivalries or competitors in that field for up gradation or modernization.

> ➤ Recruitment Marketing.
> ➤ Go mobile
> ➤ Adopt inbound recruiting
> ➤ Say goodbye to paper resumes
> ➤ The growing use of Artificial Intelligence (AI)
> ➤ Gamification and Virtual Reality (VR)
> ➤ 5 G Networking production

12.6 BEST RECRUITMENT PRACTICES & METHODS IN THE MODERN WORLD

Best recruitment practices are as follows..,

> ➤ Sharpen your sales skills. Recruiters have unique challenges when it comes to sales.
> ➤ Keep up with trends. Smart recruiters know the industry constantly changes.
> ➤ Encourage referrals. Referrals are a major source for finding talent.
> ➤ Be active on social media.
> ➤ Be a thought leader.

Best recruitment methods in the modern world are as follows

1. Direct advertising. Placing job adverts on your careers site, job boards, social media and industry publications is an excellent way to find lots of applicants. .

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2. Talent pool databases.
3. Employee referrals.
4. Boomerang employees.
5. Promotions and transfers.
6. Employment exchanges.
7. Recruitment agencies.
8. Professional organizations.
9. Internships and apprenticeships
10. Recruitment events or Job fairs
11. Word of mouth
12. Bulletin boards

Let's see in detail

1. Direct advertising

Placing job adverts on your careers site, job boards, social media and industry publications is an excellent way to find lots of applicants. It also gives exposure to your employer branding and boosts your company's reputation. The downside is that external advertising can be very expensive. Also, if you don't target the placement of your ads well, you could attract unsuitable applicants, or get too few applications.

2. Talent pool databases

You should always search your talent pool databases for applicants and candidates that were not hired but were suitable enough to save. Most hiring decisions involve deciding between at least two or three candidates. When a new vacancy comes up, search your talent pool for similar skills and experience. You could save yourself a lot of time.

3. Employee referrals

Most companies have some kind of employee referral program in place. Employee referrals is a combination of internal and external recruitment. Existing staff are encouraged to refer people they know for vacancies. The value is that it's cost-effective, quick and you can trust that employees won't refer unsuitable candidates. Also, the new hire will already know more about your organization than an outside hire.

4. Boomerang employees

Rehiring past employees is gaining popularity. Known as boomerang employees, these are people who worked well at a company but then left on good terms for a myriad of reasons. Employers are seeing the value of rehiring them because they know their abilities and the employee knows and fits into the company culture. Bringing a boomerang employee back on board reduces time to hire, eliminates the risk of a bad hire and reduces cost per hire.

5. Promotions and transfers

Promotions and transfers aren't quite the same thing, but the concept is the same. Internal employees are identified to fill open roles. A promotion means that the person moves up the ladder and is given more responsibilities and also a pay increase. A transfer usually doesn't involve greater responsibilities or more money and is a horizontal move. Staff can be transferred to the same role in another branch or region, or they can take on a similar position in a different department or division.

6. Employment exchanges

Although not available in all countries, employment exchanges are mandatory in others. An employment exchange is a government-run initiative that keeps record of unemployed job seekers. Employers submit new vacancies to the exchange and are given the details of suitable candidates. Using an exchange is cost-effective but mostly suited to more junior, factory, agricultural and artisan roles.

7. Recruitment agencies

You can outsource your hiring process to a recruitment agency. Agencies manage full cycle recruiting on your behalf. Although the cost of using an agency is high, it frees up your time to focus on more pressing matters. Recruitment agencies are a great option for hard to fill positions and for companies that don't have the internal HR resources to focus on hiring.

You can also contract an external recruiter to make contact with specific people that you would like to attract to your company. You might know of a passive candidate who'll be a perfect fit for your role, but they work for your opposition. So you don't want to make direct contact. An executive search recruiter, or headhunter, would be the perfect choice.

8. Professional organizations

When you need to fill a highly skilled position, professional organizations can be an excellent source of candidates. Many professions require that on qualification, people register with the appropriate professional association. There are also other organizations where registration is voluntary, but it adds to the credibility of a candidate's qualifications. Partnering with these associations and organizations can put you in touch with top talent.

9. Internships and apprenticeships

Offering internships and apprenticeships is an excellent way to get to know the strengths of individuals and can be considered to be a working interview. During the contact period, line and hiring managers can evaluate the potential to identify interns and apprentices who can be upskilled and developed to fill future roles. Future leaders have to start somewhere, and they will all be hired in an entry-level position to begin with. Well managed internship and apprenticeship programs are fertile ground for recognizing future talent and leaders.

10. Recruitment events

For big organizations, or companies planning expansion, recruitment events are perfect for attracting the type of people you need. Events can range from hosting open days to being at job fairs, holding a hackathon and graduate recruitment drives on campus. Events can be costly. To ensure that you get the best ROI, you must know precisely what type of candidate you want to attract and what your employer value proposition is.

Job shadowing is another great way to get to identify potential candidates. It's also an excellent means of promoting your employer brand and letting people know that your company supports developing talent.

11. Word of mouth

Big brands and multinationals can easily use word of mouth methods of recruitment because unsolicited job seekers approach them daily. Their employer brand is established, and they're recognized as an employer of choice. All they need to do is put the word out that they're hiring and they will get a good response.

This method can also work, though in outlying areas where single companies employ a substantial percentage of the local population. An example would be mining companies and sawmills. And in small towns high-street businesses can also attract applicants by spreading the word through the local grapevine.

12. Bulletin boards

There are still jobs that can be advertised on bulletin boards. Factory and agricultural jobs are typical examples. Unemployed people often wait at factory gates for day or contact jobs to be announced. In agriculture, seasonal workers gather at local markets or co-ops to see job lists put up by local farms.

12.7 RECRUITING TOOLS

In the digital world the paper work process is no more in the recruitment practices. How it is happened? The answer is as follows..,

1. AI for screening (Artificial Intelligence)
2. Rediscovering previous candidates. (through Brain-Mapping or Lucid Conversation)
3. Recruitment chatbot. (Chat Boxes)
4. De-biasing software.
5. Super-targeting job ads.

12.8 RECENT TRENDS INFLUENCING RECRUITMENT HABITS

Any recruitment takes place with concrete steps for completing it. This was consuming much labour work, paper work, time consuming and tedious job in olden days. But now any people can get a employment by having the following character in a easiest way. But you need to update with day to day basis. If any lapse in due course, it affects your entire career in that field.

1. Natural Language Processing. The single biggest trend shaping recruitment in 2020 will be the use of artificial intelligence (AI) to the source, assess, and screen employees.
2. Predictive analytics.
3. Remote work or Flexi work
4. Work culture.
5. Acqui-hires.
6. Social media recruiting.
7. Diversity.
8. Employer branding
9. Soft Skills
10. Hiring quality

The Ultimate List of Sourcing Channels

The key to a successful sourcing strategy is using multiple channels in an optimized way. While you are likely already using a few of the channels below, why not take a minute to scan the list and see if there are any new channels you could try out? But don't forget, while this list contains a lot of

inspiration, there may be even more specific channels that your target group uses, so make sure you do some channel research too.

1. LinkedIn

LinkedIn is the world's largest professional network, making it the perfect place for sourcing. To learn more about how to place job ads on LinkedIn,

2. Country-specific professional networking platforms

LinkedIn may be the largest professional network, but it's not the only one. If you are recruiting people outside of the country, it may be worthwhile to look into professional networks from other countries (e.g., Xing in Germany, Maimai in China).

3. Glassdoor

Employer review websites, like Glassdoor, are another good way to source candidates. Make sure that your company has an attractive profile set up on this site.

4. Facebook

Facebook isn't just for fun, it's also a great way to reach new candidates. Facebook Ads make it possible to attract new applicants in the evenings and on the weekends.

5. Google

It may sound too simple, but it is possible to source via Google search. Just like any other search query, you can search for specific qualifications and find the websites or professional bios of potential candidates.

6. Twitter

If you are willing to spend some time creating a profile, building a following, and posting on a regular basis, then Twitter could be a good option for you. It gives you the opportunity to share your positions, interact with candidates, and show a little bit of your company's personality.

7. Blogs

This is a good way to source candidates in various fields. For example, you can search on a blogging platform, like Blogger, for a blogger in a specific location who writes about a specific industry. This will also give you tangible examples of their work and writing style.

8. YouTube

Not only can you interact with and comment on potential candidates videos, on YouTube you can also post your own recruiting or employer branding focused videos.

9. Google+

On Google+ you can search candidate profiles and filter out for specific qualifications, like location and job title.

10. Reddit

On Reddit it's important that you not only post your job ads, but also contribute to relevant discussions and post related content.

11. Niche forums

Reddit isn't the only online forum, there are also a lot of niche forums, for example how to learn any language.com would be a good place to look for translators or other positions that require multiple language skills.

12. WhatsApp

WhatsApp can be used for sourcing in several different ways. One is through joining relevant groups and getting in contact with candidates

through posting content. Another is through using the WhatsApp Buisness App which enables easier communication with potential candidates through it's connection with Facebook.

13. Instagram

While Instagram is another channel that does involve some time investment, it is also a great tool for employer branding and reaching passive candidates. There are many ways to source candidates, including by location, by hashtags, and through comments.

14. Pinterest

If your target group is female, then Pinterest should be part of your sourcing strategy. Through creating interesting pin boards and optimizing your job posts for Pinterest, you may be surprised by the amount of candidates that you find.

15. Snapchat

Need to reach millennials? Then Snapchat may be the place for you. More than half of millennials are on Snapchat every day, making it a great sourcing tool for the younger generation.

16. Stack Overflow

Stack Overflow has major sourcing potential for programmers and developers. You can search for candidates based off of qualifications and then you instantly have some examples of the quality of their work.

17. Slack

Slack offers various communities where you can join discussions and chat with relevant professionals. Visit slacklist.info to find information on the top Slack communities.

18. Flickr

For creative positions like photographer or graphic designer, Flickr can actually be a useful channel. You can search for people with a specific job title and also get an example of their work.

19. Craigslist

While it used to be the best spot for snagging a used couch, Craigslist is now a potential channel for sourcing. It's great for seasonal, part-time, or remote positions.

20. GitHub

GitHub is another great way to not only view the work of developers, but also to recruit them. One tip for this site is to reach out to new users who haven't been inundated with messages from recruiters yet.

21. MOGUL

Through MOGUL, you can reach out to women all over the world. This site is geared specifically toward women and has become a way to share relevant positions and increase the diversity of your candidate pool.

22. Upwork

Looking to source freelancers? Upwork is the perfect spot to reach out to freelancers in various industries and also read reviews of their past work.

The above list not a exhaustive one but it may be available in one country and mayn't in others. In India slowly growing all such platform after India has entering in the Digital Platform i.e DigiIndia

MOST COMMON RECRUITMENT CHANNELS FOR TALENT ACQUISITION

Even largest organizations cannot have a "win-them-all" strategy, sometimes you score and sometimes you miss your chance in hiring the top talent. By using the suitable recruitment methods, you can increase the likelihood of successful hires over mis-hires.

However, one of the most notable difficulty with recruitment tools in the market is that the number of them is so great. The crucial thing here is to keep in mind that whether one method is effective in other cases, it may not work for your current talent acquisition purpose, and you have to try some other options. Thanks to the development of high technology measures, as a company leader, you are now equipped with more features and tools for talent acquisition management. Below are some recommended and most popular tools that will help company leaders be successful in the recruitment process.

1. LinkedIn:

Despite the appearance and development of many similar websites, LinkedIn still remain one of best channel for recruitment in the mean time. The sites have a strong network of millions users and is famous for its flexibility to research for resumes and applications. LinkedIn is great not only for job posting and brand advertisement, but also for creating connecting with potential candidates.

LinkedIn allows company leaders to create their own company page, in which they can share a detailed description and highlight the differences of your organization. It is a home base where you can connect your firm to existing talent pools. Followers will be kept in touch through updates in LinkedIn feed.

2. Facebook

Being the most popular social channel in Vietnam, it is undoubtedly that almost potential employees use Facebook on a regular basis to get updates on may areas of life. As LinkedIn gets overloaded with recruiters, Facebook has become a valuable sourcing platform for recruitment. Using Facebook will firstly increase the candidates pool to a much larger population. Or to put in simply, Facebook has enable access to everyone from all over the world, with multiple professional back ground and various expertise.

3. Employee referral programs

These tools may usually be underrated by company leaders; however, it has proved to one of the most effective channel out there. Your own employees will definitely the trusted sources to refer great candidate sources for you. Therefore, if your company is having a recruitment plan, post in on company forum and network to ask whether your staff know any possible options. Giving out incentives for successful hires may be another useful recommendation.

4. Head-hunting consultancy

Professional networks on social media mainly rely on users' honesty when submitting accurate information on the sites. Therefore, if your companies only rely on the resumes posted on the internet, you might miss the chance to find potential top talent. And staff reference is not a guarantee solution

for every recruitment plan. The last and the most efficient way is using the service of top head hunting company like Faro Recruitment Vietnam. By having a throughout understanding of an industry, Faro Vietnam utilize a network of talents in order to provide most suitable supply for a job vacancy. Therefore, if your firms need to fill in any important position or you want to expand your human resources to be in tune with the development of the industry, align yourself with our full package service

12.9 SUM UP

Gen Z population attracting the foreign recruiters for utilizing their knowledge to develop their firms as a global Competitors, Any company is flourishing with by recruiting the right person for right job. They are ready to pay any amount of compensation for the deserved candidates for their favour or interest. So Being he learner of this course, the university Alagappa University advising you to grasp the Competitive knowledge and advantage in your specialization. If you are not having interest to developing the skills, ypu will not place in any of the firms. So compare all those above discussion keep in mind to work for your prospects.

12.10   UNIT- END EXERCISES

1. What is Walk-ins?
2. What are the Channels of Recruitment?
3. What is Employee Referrals and how it plays its role in recruitment/
4. What is advertising and mention its various forms?
5. Elaborate the modern trends and methods in recruitment process.

12.11 Answers to check your progress

1. College recruitment programme fulfils the urgent need of the Recruiter..
2. College students' internships and project accomplishment is helping out for the recruitment process..
3. The unsolicited application is a best example for Wrie-inns..

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BLOCK - IV STATE EMPLOYMENT SECURITY AGENCIES, PRIVATE PLACEMENT AGENCIES AND QUALITY OF WORK LIFE
UNIT - XIII HRD PRACTICES IN DIFFERENT AGENCIES

Structure

13.1 INTRODUCTION

Human Resource is one of the important factors in Management. Today, more importance is being given to "people" in organizations. This is mainly because organizations are realizing that human assets are the most important of all assets. This emphasis can also be partly attributed to the new emerging values of humanism and humanization.

Moreover, with the increased emphasis on creativity, and autonomy, which people are increasingly acquiring and enjoying in the society, the expectations of people are fast changing. People cannot be taken for granted any more. In the past, people working in organizations were given attention merely in administering the necessary conditions of work.

The traditional concept of personnel management was based on a very narrow view of human motivation. The basic assumption underlying with view that human beings are primarily motivated by comforts and salary, and necessary attention may be given to rationalise these, so that people do not get dissatisfied.

Most of the attention, therefore, was on administration of salary and other benefits. It is now being increasingly realized that people working in organizations are human beings. They have their own needs, motivation

and expectations, and that their contribution to the organization is much more than that of any other resource being used.

Technology changes the way HR departments contact employees, store files and analyze employee performance. Used well, technology makes HR practices more efficient. When used poorly, it can get in the way of managing the company's human resources. Good HR practices maximize the benefits and minimize the problems.

HRD practices as a theory; it is a framework for the expansion of human capital within an organization through the development of both the organization and the individual to achieve performance improvement. For reaching such task possible only the every stake holder of the company has to do their assigned task. If any lapses in any part is creating big problems in that entire process. And in the outcome we will not get right shape of the development of the Country, Government, State, Employer, Employees, Trade Unions, Customers, Consumers and other people. For reaching such development is a collective effort of all the stake holders. Let's see their involvement and participation in every heads in this chapter in a detailed manner.

13.2   STATE MEASURES

Human resource development (HRD) policies concern the quality of the labour force and measures of the level of incidence of actual violations, if any, compare

Human resource development (HRD) policies concern the quality of the labour force and the regulation of the labour market. Quality in turn is a function of basic and higher education, training programmes and the overall health of the population.

The quality and adaptability of the labour force is a key driver in creating a favorable environment for both domestic and foreign enterprises to grow through new investment and to adapt quickly to changing circumstances. Their relative roles and the overall importance of HRD depend on individual country circumstances, particularly the economic structure.

HRD policy framework

The government established a coherent and comprehensive human resource development (HRD) policy framework consistent with its broader development and investment strategy and its implementation capacity through its ministries and authorities. The Good HRD policy framework periodically reviewed to ensure that it is responsive to new economic developments and engages the main stakeholders of the trade and commerce. That's the only parameter is to boost economy of the country. In India, the Union and State governments have been taking tremendous and periodic effort to managing the work force of the country through various measures like enacting the legislations, Administration through Authorities, ensuring equal and distributive justice through court of law, Annual Economic policies and plans, Budget allocations, Imposing trade sanctions in case any violations. More liberal License for industrial promotions, Contribution to International trade and commerce etc..,

13.3 STATE EMPLOYMENT SECURITY AGENCIES

In India, the Agencies in every State that process unemployment insurance claims. They are also repositories of quarterly wage data, information on all employees submitted by employers, which they submit to the National commission on Labour. And maintain National Directory on Labour by National Sample Survey and concerned Ministries. Earlier the Government of India are playing vital role for filling any Government vacancies through Central Employment Exchanges and State Employment Exchanges.

The Employment Exchanges (Compulsory Notification of Vacancies) Act was enacted in 1959 to provide for compulsory notification of vacancies to the Employment Exchanges and for the rendition of returns relating to Employment situation by the employers. This act came into force with effect from 1st May, 1960.

Apart from Employment Notification Act, other employment activities are also made much difference in providing employments through various Government Security Schemes like,

➢ National Rural Employment Programme (NREP)
➢ Food for Work Programme (FWP)
➢ Rural Employment Generation Programme (REGP)
➢ Jawahar Rozgar Yojana (JRY)
➢ Jawahar Gram Samridhi Yojana (JGSY)
➢ Integrated Rural Development Programme (IRDP)
➢ Swarana Jayanti Shahari Rozgar Yojana (SJSRY)
➢ Sampoorna Grameen Rozgar Yojana (SGRY)

Major Programmes

Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) 2005:

It was launched on February 2, 2005. The Act provides 100 days assured employment every year to every rural household. One-third of the proposed jobs would be reserved for women. The central government will also establish National Employment Guarantee Funds. Similarly, state governments will establish State Employment Guarantee Funds for implementation of the scheme. Under the programme, if an applicant is not provided employment within 15 days s/he will be entitled to a daily unemployment allowance.

Salient features of MGNREGA are:

➢ Right based framework
➢ Time bound guarantee of employment
➢ Labour intensive work
➢ Women empowerment
➢ Transparency and accountability
➢ Adequate funding by central government

National Rural Livelihood Mission: Ajeevika (2011)
It is the skill and placement initiative of Ministry of Rural development. It is a part of National Rural Livelihood Mission (NRLM)–the mission for poverty reduction is called Ajeevika (2011). It evolves out the need to diversify the needs of the rural poor and provide them jobs with regular income on monthly basis. Self Help groups are formed at the village level to help the needy.

Pradhan Mantri Kaushal Vikas Yojana:
The cabinet on March 21, 2015 cleared the scheme to provide skill training to 1.4 million youth with an overall outlay of Rs. 1120 crore. This plan is implemented with the help of Ministry of Skill Development and Entrepreneurship through the National Skill Development Corporation. It will focus on fresh entrant to the labour market, especially labour market and class X and XII dropouts.

National Heritage Development and Augmentation Yojana (HRIDAY):
HRIDAY scheme was launched (21 Jan. 2015) to preserve and rejuvenate the rich cultural heritage of the country. This Rs. 500 crore programme was launched by Urban Development Ministry in New Delhi. Initially it is launched in 12 cities: Amritsar, Varanasi, Gaya, Puri, Ajmer, Mathura, Dwarka, Badami, Velankanni, Kanchipuram, Warangal and Amarvati. These programmes played/are playing a very crucial role in the development of the all sections of the society so that the concept of holistic development can be ensured in the real sense.

13.4 PRIVATE PLACEMENT AGENCIES

Private employment agents can exist only while labour is a commodity subject to free pricing within a market economy and when the labourer is free to leave his employment or geographic area in pursuit of better wages and/or working conditions. The social role of private employment agent developed within a social context characterized by four general societal processes
1. increasingly rational, efficient solutions to labour problems in a rapidly changing economy
2. expanding opportunities for entrepreneurs;
3. changing social and self-conceptions of workers and
4. changing legal definitions of the nature of the relationship between workers, employers and job middlemen.(1976)

Since there is no standard definition followed in India for Private Employment Agency, the following definition is considered for the purpose of the present study and the Private Employment agencies are termed as Placement Agencies throughout the study: Private employment agency: Article 1 of Convention No. 181 of International Labour Organization (ILO) defines, this as any enterprise or person, independent of the public authorities, which provides one or more of the following labour market services:

(a) Services for matching offers of and applications for employment;

(b) Services for employing workers with a view to making them available to a third party ("user enterprise"); 4 or

(c) Other services relating to job seeking, such as the provision of information, that do not aim to match specific employment offers and applications. Agencies are generally prohibited from charging workers for finding work; however, Article 7(2) of the Convention envisages some exceptions for certain categories of workers (for example in the entertainment industries).

There are different types of Private Placements Agencies working in India catering to various labour market needs. Some of the placement agencies providing services to some specific sectors are regulated through various legislations. But there are many Private Placement Agencies providing diverse job opportunities which are not covered under any legislation. However, for the purpose of the present study, and on the basis of their regulation/coverage these can be broadly classified into the following four categories.

1) Manpower Export and Placement Agencies- These are covered under Immigration Act, 1983

2) Labour Contractors-These are covered under Contract (Abolition & Regulation) Act, 1970 and the Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979

3) Private Securities Agencies – Governed by Private Security Agencies (Regulation) Act, 2005 iv) Private Placement Agencies catering to specific needs of the employer/ labour market mainly operating for domestic needs and not covered by any specific Act. Some States/UTs register them under their Shop & Establishment Act

The temporary and contract workers employed through private placement agencies in India face a plethora of problems like charging of fee for certain category of workers, particularly international migrant workers to cover visa fee, processing fee etc. Apart from this there are many placement agencies basically belonging to the fourth category which provide different kinds of placement services and are highly unregulated. Lack of regulation, licensing and a well defined labour law concerning Private placement agencies have led to their illegal operation and exploitation of jobseekers. Against this backdrop,

13.5 PROFESSIONAL SEARCH FIRMS

Professional search firms (informally called headhunting) is a specialized recruitment service offering for fulfilling the client's company requirements ith out revealing facts to anybody. To fill the existing positions with their exceptional reach not showing the reason or information to anybody. An executive search firm is a type of professional service firm that specializes in recruiting. In the U.S. job market the candidates may pay an upfront retainer to a consulting or career counseling firm to assist them in their job search.

13.6 EDUCATIONAL INSTITUTIONS PLACEMENT CELL / CAREER DEVELOPMENT CENTRES

Placement Cell / Career development centres which are situated are situated in the public or private universities offer services for the students in the sense in the sense of career orientation, their capacity building their capacity building and offering internships.

There is a database in the university consisted of actual students and those who have already graduated (unemployed), classified according to the trainings that they have attended have attended, where they have their internships etc. the trainings are about CV preparation, cover letter, interview preparation, approach to the labour market.

The trainings last mainly for half a day or two hours for a specific topic. Universities post vacancies for internships. Some faculties have this regulated in their programs. the selection is done by the council of professors. Different notifications are sent using the list with e-mail addresses, social media, sms, information on web pages of the universities etc. there are evaluation forms for the Placement Cell /career development centre. There are groups or individual counseling for students. There is also a questionnaire about career orientation and career improvements.

Career fair or Job Fair

Career fair is organized where students and job seekers participate. There is also orientation days organized for the newly enrolled students. in one of the universities in one of the universities there is a student's club which is managed by the students themselves. The participation of the students in different competitions is supported.

In these schools there is a circulation of information about the profile and qualifications. There are various evaluations conducted for the students through different tests. There is student counseling to see what their expectations are to see what their expectations are. They are informed about the meaning about the meaning of a job? What is profession? Various questionnaires and tests are prepared. Individual and group counseling are organized.

The students who have completed high school are contacted in order to see where they are in order to see where they are, if they are employed or have continued with studies. Through internships 20% of the students who have completed it have been further kept by the employer. The subject of career orientation will be integrated in the 10th grade.

Vocational Course in High Schools and PUC

In these schools there is a circulation of information about the profile and qualifications. There are various evaluations conducted for the students through different tests. There is student counseling to see what their expectations are to see what their expectations are. They are informed about the meaning about the meaning of a job? What is profession? Various questionnaires and tests are prepared. Individual and group counseling are organized. The students who have completed high school are contacted in order to see where they are in order to see where they are,

if they are employed or have continued with studies. Through internships 20% of the students who have completed it have been further kept by the employer. The subject of career orientation will be integrated in the 10th grade.

Incubation Centres

A business incubator is a company that helps new and startup companies to develop by providing services such as management training or office space. The National Business Incubation Association (NBIA) defines business incubators as a catalyst tool for either regional or national economic development.

Incubation Cells

Some Educational Institutions having tie up with alumina Entrepreneurs, MNCs, Corporates, Bankers & financial Institutions and Government machineries, they are running this kind of cell to promote startups industries, firms, companies and business units and projects. For instance **IITM Incubation Cell** nurtures technology ventures through their start-up phase by providing all the support necessary to help entrepreneurs establish themselves before they scale up their ventures. IITMIC seeks to support entrepreneurs translating innovations into products and services that are commercially viable. The **KARAIKUDI ALAGAPPA UNIVERSITY** is also having a platform for running this kind of facility to cater and promote the needs of the students hails from surrounding areas as a part of welfare measures from the inception of the university as a dream project of the founder of the university and as a outcome these people are emerged as entrepreneurs.

Alumni Department

Some Alumni Department of the educational Institutions is doing he Career Service Management to the present students, passed out students, alumni and outsiders for intern placements, project placements, campus placements, Re-placements for career advancements and other service activities with the educational institutions. As a Donor to Community related services they are sponsoring some essential services and improvising some basic amenities. This department is designed to facilitate give back service to the University. And also designed to facilitate to matching of student/job seeker interest with internship possibilities and full-time job openings. Some employers will only want to post job listings. It is working like Career Counseling Centre like a newspaper job listing service.

Career Counseling Centre

Some employers do not want CVs from the Career Counseling Centre. They want students/job seekers to contact them directly. Others want the Career Counseling Centre to evaluate students/job seekers and only send them send them the best qualified applicants. The Career Counseling Centre must serve the wishes of the employer which is another reason for getting to know the employer customer needs very well and understand each student's/job seeker's interest so a reasonable match can be made when necessary. must serve the wishes of the employer which is another reason for getting to know the employer customer needs very well and understand each student's/job seeker's interest so a reasonable match can

be made when necessary Job listing solicitation Job Listing solicitation is a never ending process! Quality customer service keeps employers listing jobs.

The Career Counseling Centre is the focal point of career related content career related content and education between students/job seekers and potential employers. The role of staff is to identify employment opportunities for students/ job seekers job seekers and to facilitate interactions between students/job seekers job seekers and potential employers.

The amount of space for students/job seekers to browse through career related information, including job listings, is adequate for the current time. This area is likely is likely going to be staffed with volunteers initially so short student/job seeker questions can be immediately answered.

The mission of the new Career Counseling Centre is to teach students/job seekers job seekers how to prepare for career employment using techniques such as CV preparation, Cover letter design, networking, job sourcing, interview techniques, career strategies, etc. It is to initiate contact initiate contact with potential employers within the region to promote the institution and request related request related job opportunities. This involves using tools, such as training courses, a website, bulletin boards, the media, and daily communication with students/job seekers and employers.

The Career Counseling Centre will need highly visible signage so students/job seeker and employers can readily identify it, when they visit the institution. At the current time, the Career Counseling Centre facilities are adequate for a start-up operation start up. Obviously, from time to time from time to time, the Career Counseling Centre staff will need to use classroom facilities/offices and large areas for student/job seeker/employer events.

13.7 PROFESSIONAL ASSOCIATIONS

This list of human resource management associations includes professional associations that either serve the broad scope of human resource management or a narrow scope within the field. Professional HR associations "aim to keep members informed, interconnected, and employed" by offering "member directories, publications, discussion groups, awards, local chapters, vendor relations, government lobbying, and job boards.

The active list of HR associations in India is here under

- ❖ National Institute of Personnel Management (NIPM) Kolkatta
- ❖ Indian society of Training & Development (ISTD) New Delhi
- ❖ National HRD Network (NHRDN) New Delhi
- ❖ All India Management Association (AIMA), New Delhi
- ❖ Indian Productivity Council
- ❖ SHRM India Society for Human Resource Management (SHRM)

❖ Madras Management Associations (MMA)
❖ HR Sangam Chennai
❖ Human Resource Association India (HRAI)
❖ Consultancy Development Centre, New Delhi
❖ Ghaziabad Management Association, Ghaziabad
❖ Indian Association for Productivity, Quality & Reliability, Kolkata
❖ National Productivity Council, New Delhi

13.8 GOVERNMENT FUNDED TRAINING PROGRAMS

The government funded training programs for organizations that want to implement employment and training programs supported by the government and, to some extent, by industry. The training Topics covered include reasons to look for employment and training programs, current trends in the types of programs being offered, how organizations can align these programs with their organization's own policies and practices, and potential challenges for HR professionals, including complying with federal and state legal parameters.

It also reviews how job seekers, employees and employers interact with and benefit from government- or industry-funded employment and training programs. It will describe HR's role in their strategic use as a business resource and the more basic administrative side of accessing these programs, including how to communicate to employees about available options.

Some of the existing schemes for examples are (list is not exhaustive)

❖ Pradhan Mantri Jan Dhan Yojana (PMJDY) ...
❖ From Jan Dhan to Jan Suraksha.
❖ Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY)
❖ Pradhan Mantri Suraksha Bima Yojana (PMSBY)
❖ Atal Pension Yojana (APY)
❖ Pradhan Mantri Mudra Yojana.
❖ Stand Up India Scheme.
❖ Pradhan Mantri Vaya Vandana Yojana.
❖ Digital India Program
❖ Mahatma Gandhi National Rural Employment Guarantee Act
❖ Pradhan Mantri Kaushal Vikas Yojna (Skill India Program)
❖ National Career Service (India) (NCS)
❖ Aam Admi Beema Yojana

Some Employment Schemes having good track record at past are..,

❖ National Rural Employment Programme (NREP)
❖ Food for Work Programme (FWP)
❖ Rural Employment Generation Programme (REGP)
❖ Jawahar Rozgar Yojana (JRY)
❖ Jawahar Gram Samridhi Yojana (JGSY)
❖ Integrated Rural Development Programme (IRDP)

❖ Swarana Jayanti Shahari Rozgar Yojana (SJSRY)
❖ Sampoorna Grameen Rozgar Yojana (SGRY)

13.9   TEMPORARY HELP AGENCIES

A temporary help agency, temp agency or temporary staffing firm finds and retains workers. Other companies, in need of short-term workers, contract with the temporary work agency to send temporary workers, or temps, on assignments to work at the other companies.

This kind of temporary staffing firm, also known as a temp agency or staffing agency, finds and retains workers to send out on short- or long-term assignments. Companies in need of short- or long-term temporary workers enter into contracts with temp agencies to fill jobs with appropriately skilled workers. For instance all man power agencies are doing this service for a small monetary benefit at present.

These agencies are mainly recruiting the Temporary worker for short term tenure. Workers whose main job is a: fixed-term contract; interim work through a temporary work agency; apprentices and trainees; an occasional, casual or seasonal worker; carrying out community work as an unemployed; has a contract for a specific task or daily workers

13.10 DEPARTING EMPLOYEES

A departing employee can be a nightmare or, if you have pre-defined policies and procedures in place, it can be a simple inconvenience. The depth of those procedures and policies can change depending on the employee's position on the Organization Chart and whether the employee is leaving with blessings or gifts from the existing employer if he is having clear record otherwise he might be in handcuffs.

Exit Interview / off boarding Interview

Exit Interview or Employee offboarding is a process to manage the full and final settlement of employees when they exit from an organization. When an employee resigns, retires or is being terminated from work, the required paperwork and formalities associated with employee exit need to go through a systematic process. Now it's quite common in all offices, so they are having separate portfolio created in the name of "Exit Management" for settling the accounts, clearing the papers & documents, offering gifts, honoring their service with the company, certain occasion they conducted a exit festival for them (Bid Adieu, Farwell function or Perivu Uppachar Vizha).

13.11 OPEN HOUSE

Open house is conducted to solve the issues and for better communication among members. You need to analyze the need of open house and set the objectives of open house and communicate it to all the team members.

Open Houses and Job Fairs at such events, recruiters share information about the organizations and job opportunities. Some are now online, and invite top prospects to the firm.

An open house (also known as open day and at-home day) is an event held at an institution where its doors are open to the general public to allow people to look around the institution and learn about it. In South India during Ayudha Pooja they are permitting the outsiders to go for campus tour.

13.12 SUM UP

Any Human Resource Development programs are not functioning without its service provider. The State and Government has played a major role for framing such programmes for the development of the human resources of the country. It's a collective effort to material any programmes for the development and utilization of human resources. Planning is a etiquette for a concise programming. That alone is leads to get progress and earn outcomes of it. Trjections are required for any movements. Similarly waiving taxes, removing barriers, imposing limited sanctions, guiding to prospects and framing procedures are the important role of every organs to develop the human resources are more resourceful. Otherwise they are all burden to everybody. The Professional Organization, educational Institutions are more vibrant for providing the Major and supportive services to develop the human resources for the requirement of the companies.

13.13 UNIT- END EXERCISES

1. What is ensuring under Employment Exchanges (Compulsory Notification of Vacancies) Act ?
2. What are the salient features of MGNREGA?
3. What is the role of Incubation Centres / Cells?
4. Describe the importance of Career Counseling centres?.
5. Could you update the list of Professional HR associations in your Place?

13.14 Answers to check your progress

1. The____Act provides 100 days assured employment every year to every rural household.
2. Employment Exchanges are under State Government for processing the unemployment insurance claims.
3. A kind of temporary staffing firm that finds and retains workers for temporary employment or urgent employment.

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UNIT - XIV QUALITY OF WORK LIFE (QWL)

Structure

14.1   INTRODUCTION

The traditional management (like scientific management) gave inadequate attention to human values. In the present scenario, needs and aspirations of the employees are changing. Employers are now redesigning jobs for better QWL.

The QWL as strategy of Human Resource Management has assumed increasing interest and importance. Many other terms have come to be used interchangeably with QWL such as 'humanisations of work' 'quality of working life, 'industrial democracy' and 'participative work'.

14.2   MEANING

QUALITY

"Quality is the ability of a product or service to consistently meet or exceed customer expectations".

In detail

- ✓ **Ability** means the competence, either native or acquired, that enables one to do something well.
- ✓ **Consistently** refers to a reliable or steady pattern of performance.
- ✓ **Expectations** are a state of anticipation about a future outcome.

"Quality is the ongoing process of building and sustaining relationships by assessing, anticipating, and fulfilling stated and implied needs.'"

Quality is the standard of something as measured against other things of a similar kind; the degree of excellence of something.

According to ISO, the word quality (originally in ISO 8402:1994) means "the totality of characteristics of an entity that bear upon its ability to satisfy stated and implied needs" But hold it… the systems we work with deal with many different kinds of entities.

      Q - Quest for excellence

    U - Understanding
    A - Action
    L - Leadership
    I - Involvement of the people
    T - Team spirit
    Y - Yardstick to measure progress

DETERMINANTS OF QUALITY

The degree to which a product or a service successfully satisfies its intended purpose has four primary determinants:

1. Design.
2. How well it conforms to the design.
3. Ease of use.
4. Service after delivery.

QUALITY OF WORK LIFE (QWL)

Quality of work life (QWL) refers to the favourableness or unfavourableness of a job environment for the people working in an organisation. The period of scientific management which focused solely on specialisation and efficiency, has undergone a revolutionary change.

Quality of work life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL is sometimes considered as a sub-concept of the broad concept of quality of life, which refers to the overall quality of an individual's life.

QWL is viewed as that umbrella under which employees feel fully satisfied with the working environment and extend their wholehearted cooperation and support to the management to improve productivity and work environment.

14.3 DEFINITIONS - QUALITY OF WORK LIFE (QWL)

Quality of work life denotes the organizational inputs which aim at the employee's satisfaction and enhancing organizational effectiveness. QWL refers to the favorableness or unfavorableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. QWL provides a more humanized work environment, it attempts to serve the higher order needs of workers as well as their more basic needs.

The above said are very essential things to improve the work fife of employees in the organization,

According to American Society of Training and Development, "QWL is a process of work organizations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees. "

Nadler and Lawler has defined the term QWL as, "a way of thinking about people, work and organizations, its distinctive elements are (i) a concern about the impact of work on people as well as on organizational effectiveness, and (ii) the idea of participation in organizational problem-solving and decision making. "

Cohen and Rosenthal define QWL as an "internationally designed effort to bring about increased labor management cooperation to jointly solve the problem of improving organizational performance and employee satisfaction".

Richard.J and Joy.L defines QWL as "the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization."

According to Luthans "The overriding purpose of QWL is to change the climate at work so that the human-technological-organizational interface leads to a better quality of work life."

In the words of Beinum, "QWL is based on a general approach and an organisation approach. The general approach includes all those factors affecting the physical, social, economic, psychological and cultural well-being of workers, while the organisational approach refers to the redesign and operation of organisations in accordance with the value of democratic society. "

From the definitions given above, it can be concluded that QWL is concerned with taking care of the higher-order needs of employees in addition to their basic needs. The overall climate of work place is adjusted in such a way that it produces more humanized jobs.

14.4   OBJECTIVES OF QWL

The main objectives of the QWL programs are to :
1. Improve employee satisfaction;
2. Improve physical and psychological health of employees which creates positive feelings;
3. Enhance productivity of employees;
4. Reinforce workplace learning;
5. Improved management of the on-going change and transition; and
6. Build the image of the company as best in recruitment, retention, and in general motivation of employees.

14.5   PRINCIPLES OF QWL

Any walks of life are rotating with any of its base. For instance QWL also functioning with four important principles namely ..,
1. Principle of Security

Quality of work life cannot be improved until employees are relieved of the anxiety, fear and loss of future employment. The working conditions must be safe and fear of economic want should be eliminated. Job security and

safety against occupational hazards is an essential precondition of humanisatlon of work.

2. Principle of Equity

There should be a direct and positive relation between effort and reward. All types of discrimination between people doing similar work and with same level of performance must be eliminated Equity also requires sharing the profits of the organisation.

3. Principle of Individualism

Employees differ in terms of their attitudes, skill, potential, etc, Therefore, every individual should be provided the opportunity for development of his personality and potential, Humanisation of work requires that employees are allowed to decide their own pace of activity and design of work operations,

4. Principle of Democracy

This means greater authority and responsibility to employees. Meaningful participation in the decision making process is much improves the QWL.

14.6   QWL THROUGH EMPLOYEE INVOLVEMENT

Criteria for Measuring QWL

Job Involvement:

It represents the degree of an individual's identification with or ego involvement in the job. The more central the job is to the individual's life, the greater is his involvement in it. Therefore, the individual spends more time and energy on the job. People with high job involvement are better motivated and more productive. Some Research reveals that skills variety, achievement and challenge help to improve job involvement.

Job satisfaction:

It implies the worker's satisfaction with the environment of his environment consisting of nature of work, quality of supervision, pay, co workers, and opportunities for promotion, etc., Job satisfaction is related to job involvement and people involved in their jobs are satisfied with their jobs and vice versa.

Sense of Competence:

It refers to the feelings of confidence that an individual has in his own competence. Sense of competence and job involvement reinforce each other. An individual acquires a greater sense of competence as the engages himself more and more in work activities. When he feels more competent he becomes more involved in his job and becomes better motivated.

Personality Traits:

In order to get willing and wholehearted performance from the employees certain personality traits are observed. Need: Every human being has certain needs and if these needs are satisfied he is motivated to give his best performance.

Growth need:

Every Person in the organization wants to go up the hierarchical ladder. If the management gives necessary support to develop his career, he is happy to work with the organization.

Work ethic:

Business ethics are to be observed by every organization. It is the duty of the HR manager to see that quality food is provided in the canteen and no substandard material is used.

Job Performance: When an individual's job involvement, job satisfaction and sense of competence increase, there is rise in job performance.

Productivity:

When the level of job performance increase, the output per unit of input goes up. Thus, match between job characteristics and productivity traits of employees generally results in higher productivity.

Barriers to QWL

1. Resistance to change both by management and employees.
2. There is a general perception that Q.W.L. implementation will cost much to the organization.
3. Continuous increase in QWL may result in less productivity, i.e., after a certain level the productivity will not increase in proportion to the increase in QWL.
4. Widespread unhappiness due to comparison with colleagues.
5. Regional prejudice, Skepticism about the performance appraisal system and promotion criteria.

CONSTITUENTS OF QWL

Walton lists eight conceptual categories i.e., constituents that together make up the quality of work life. These are briefly below:

Adequate and Fair Compensation:

1. It refers to a just and fair balance between worker's effort and reward out of it. In other words, it means whether compensation helps in maintaining a socially desirable standard of life and whether compensation bears an appropriate relationship to the pay received for other work.
2. Safe and Healthy Working Conditions: factors like reasonable hours of work, zero risk physical conditions of work and age restrictions on both upper and lower side create safe and healthy working conditions.
3. Opportunity to Use and Develop Human Capacities: One way to improve QWL is let the job allow sufficient autonomy and control, use of wider range of skills and abilities, provide immediate feedback to the worker to take corrective measures, and provide opportunity to plan and implement by worker self.
4. Opportunity to Continued Growth and Security: The focus on career opportunities not on job itself. Opportunities available for growth of employees also contribute to improving QWL.
5. Social Integration in the Work Organization: QWL is also aimed at generating sense of belonging to organization in which one works, on the one hand, and developing of self-respect, on the other.
6. Work and the total life space: The demand of the work like late hours, frequent travel, quick transfers, etc. Occurring on regular basis depress the employee, his or her family, ultimately QWL.
7. The Social relevance of work: The discharge of social responsibility of business organization also contributes to QWL. On

the contrary, lack of organization"s concern for social causes like waste disposal, low quality product, overaggressive marketing, etc.

Measures to Improve QWL

A) QWL through Employee Involvement (EI):

One of the most common methods used to create QWL is employee involvement. Employee involvement (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organization. Through (EI), employees feel a sense of responsibility, even ownership of decisions in which they participate. To be successful, however, EI must be more than just a systematic approach; it must become part of the organization's culture by being part of management's philosophy. Some companies have had this philosophy ingrained in their corporate structure for decades; Hewlett Packard, IBM, General Motors, Ford, etc.

Employee involvement can be defined as: The direct participation of staff to help an organization fulfill its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions.

Some examples of employee involvement include:

1. Continuous Improvement teams.
2. Formal quality of work life programs.
3. Quality control circles.
4. Flatter organizational structures.
5. Labor management problem solving efforts.
6. Employee problem solving task forces and teams.
7. Structured suggestion systems.

Let's see in details,

1. Continuous Improvement teams (CIP)

The continuous improvement team is actively engaged in defining and implementing projects while managing the overall process. They are immersed in every aspect of the process and may be an active leader or participant in a project.

The Continual Improvement Process (CIP) is an ongoing effort to improve products, services, or processes. It's is a six step systematic approach to plan, sequence and implement improvement efforts using data and elaborates on the Shewhart Cycle (Act, Plan, Do, Study). The CIP provides a common language and methodology which enables understanding the improvement process. The CIP always links back to each organization own goals and priorities.

The six steps of the Continuous Improvement Process are:

1. Identify Improvement Opportunity: Select the appropriate process for improvement.
    ✓ Evaluate Process:
    ✓ Select a challenge/problem
2. Analyze: Identify and verify the root cause(s).
3. Take Action: Plan and implement actions that correct the root cause(s).
4. Study Results: Confirm the actions taken to achieve the target.

5. Standardize Solution: Ensure the improved level of performance is maintained.
6. Plan for Future:
    - ✓ Plan what is to be done with any remaining problems
    - ✓ Evaluate the team's effectiveness Set a target for improvement

Tools that can be used to help with the Continual Improvement Process are:

1. Benchmarking
2. Force Field Analysis
3. Flowcharts
4. Affinity Diagram
5. Delphi Technique
6. Pareto Chart
7. Cause and Effect Diagram
8. Scatter Diagram
9. Check Sheet
10. Control Chart
11. Process Capability Index and Ratio
12. ISO 14000

2. QUALITY OF WORK LIFE PROGRAMME

Some of the characteristics in Quality of work life improvement programme include,

1. Sustained commitment from management to the open non-defensive modus operandi of sincerely, inviting collaborative inputs from the work force regarding problem identification and suggestion for improving any aspect of the organization or the policies, practices and structure of work with incentives provided for such participation.
2. Invited involvement of members of tasks groups in recommending resolution of identified problem.
3. Training of supervisors to equip them to function effectively in a less authoritative style.
4. Implementation of practicable suggestion and explanation for rejected ideas.
5. Feedback and recognition for good results achieved.
6. Selection of personnel who can be motivated under appropriate conditions to strive for excellence in task performance.
7. Evaluation and analysis of results, including failures, leading to renewed efforts towards continual improvement in modus operandi.

3. QUALITY CIRCLES OR QUALITY CONTROL

Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems. They are a highly specific form of team building, which are common in Japan and gained popularity in North America in the late1970s and early 1980s. By

the 1980s most medium- and large-sized Japanese firms had quality control circles for hourly employees. This effort began as a quality improvement program but has since become a routine procedure for many Japanese managers and cornerstone of QWL efforts in many Japanese firms. Several characteristics make this approach unique.

First, membership is the circle involuntary for both of the leader (usually the supervisor) and the members (usually hourly workers).

Secondly, the creation of quality circles is usually preceded by in-house training. For supervisors these sessions typically last for two or three days. Most of the time is devoted to discussions of small-group dynamics, leadership skills, and indoctrination in the QWL and quality circle philosophies. About a day is spent on the different approaches to problem-solving techniques. The workers also receive an explanation of the supervisor's role as the group's discussion leader and information on the quality circle concept.

Thirdly, as is pointed out in the training, the group is permitted to select the problems it wants to tackle. Management may suggest problems of concern, but the group is empowered to decide which ones to select.

Ideally, the selection process is not by democratic vote but is arrived at by consensus, whereby everyone agrees on the problem to be tackled. When employees are allowed to select the problems they want to work on, they are likely to be more motivated to find solutions. And they are also more likely to be motivated to stay on as members of the circle and solve additional problems in the future.

Socio-Technical Systems:

Another intervention to improve QWL is the use of socio-technical systems. Socio-technical systems are interventions in the work situation that restructure the work, the work groups, and the relationship between workers and the technologies they use to do their jobs. More than just enlarging or enriching a job, these approaches may result in more radical changes in the work environment.

Autonomous Work Group:

A more common, still rare, approach to employee involvement is the use of autonomous work groups. These are teams of workers, without a formal company-appointed leader, who decide among themselves most decisions traditionally handled by supervisors. The key feature of these groups is a high degree of self-determination by employees in the management of their day-to-day work. Typically this includes collective control over the pace of work, distribution of tasks, organization of breaks, and collective participation in the recruitment and training of new members. Direct supervision is often necessary.

QWL is more likely to improve as workers demand jobs with more behavioral elements. These demands will probably emerge from an increasingly diverse and educated work force that expects more challenges and more autonomy in its jobs ± such as worker participation indecisions traditionally reserved for management

4. FLATTER ORGANIZATIONAL STRUCTURES

A flat organization refers to an organization structure with few or no levels of management between management and staff level employees. The flat

organization supervises employees less while promoting their increased involvement in the decision-making process. The flat organization has advantages in terms of fewer levels of approvals for decisions and easier communication.

5. LABOR MANAGEMENT PROBLEM SOLVING EFFORTS

An effective problem-solving process having the following

- ✓ Identify the issues. Be clear about what the problem is. ...
- ✓ Understand everyone's interests. ...
- ✓ List the possible solutions (options) ...
- ✓ Evaluate the options. ...
- ✓ Select an option or options. ...
- ✓ Document the agreement(s). ...
- ✓ Agree on contingencies, monitoring, and evaluation.

6. EMPLOYEE PROBLEM SOLVING TASK FORCES AND TEAMS.

Problem-solving teams: These types of teams are usually temporary and focus on solving a specific issue. For example, after the 2008 financial crisis, several organizational task force teams and governmental committees were created to come up with solutions to help the country climb out of a steep recession.

7. STRUCTURED SUGGESTION SYSTEMS

Suggestion systems are a form of employee-to-management communication that benefit employees as well as employers. They provide a two-way channel of communication between employees and management, with management accepting or rejecting employee suggestions and in some cases commenting on them.

Suggestion systems is a program implemented by an organization to tap into employee ideas in hopes of improving the organization's processes and/or products. When implemented well, your organization can reach new heights

For instance Embrace Feedback. Your employees have opinions. Encourage the entire company to embrace feedback, both positive and negative by creating an outlet for it. It's a good idea to designate a general hub in the building for staff to communicate and make suggestions about the company

A suggestion box is a device for obtaining additional comments, questions, and requests. In its most basic and traditional form, it is a receptacle with an opening, like a voting box. The suggestion box is used for collecting slips of paper with input from customers and patrons of a particular organization Now Most of the company having virtual suggestion box in their campus and its website.

14.7 SUM UP

Employee's involvement and cooperation is a key factor in the success of QWL Empowered employees have more autonomy and control over

their work conditions and as a result are more likely to have higher job satisfaction and organizational commitment, and lower job stress and burnout. In western countries the labour problems can be addressed by their Employee Assistance Programmes instead of Counseling, mentoring, suggestion schemes and feedback system. Where as in India we have separate programmes for addressing employees problems and issues in different times or stages. But quality enshrines the zero defects in all parts of industrial process. Hence quality and QWL is travel together in resolving all matters of the problems in Industrial Life.

14.8 UNIT- END EXERCISES

1. What is a Quality of Work Life?
2. Describe objectives of QWL
3. Enlighten your views with employee involvement in QWL in a stranded situation.
4. What are the principles of QWL?
5. How do you measuring the QWL in FMCG companies?

14.9 Answers to check your progress

1. Quality is a totality of characteristics of an entity .
2. QWL means a way of thinking about people, work and organizations, its distinctive elements
3. Employee involvement (EI) consists of a variety of systematic methods that empower employees to participate in the decisions.
4. Socio-technical systems are interventions in the work situation that restructure the work, the work groups, and the relationship..,
5. Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems

14.10 SUGGESTED READINGS

1 Arun Kumar and R. Sharma(2000), Principles of Business Management. Atlantic Publisher, New Delhi
2 J.S. Chandan (1997), Management Concepts and Strategies. Vikas Publishing, New Delhi
3 Harold Koontz and Cyril O'Donnell (1955), Principles of Management: An Analysis of Managerial Functions. New York: McGraw-Hill
4 Sherlerkar and Sherlerkar (1980), Principles of Management, Himalaya Publishing House, New Delhi
5 B.P. Singh, Business Management and Organizations (2005), Dhanpat Raj & Co pvt Ltd.., Delhi
6 Armstrong, M., Managing People, Kogan Page, Vol. 4, India, 1999.
7 Beaumont, P.B., Human Resource Management: Key Concepts and Skills, Sage Publications, London, 1993.

8   Cascio, W.F., Managing Human Resources: Productivity, Quality of Work Life, Profits, McGraw-Hill Book Company, New York, 1992.

9   Purcell J., Boxall P., Strategy and Human Resource Management, Palgrave, Macmillan, New York, 2003.

10 Rao, T.V. and Others, HRD in the New Economic Environment, Tata McGraw-Hill Book Company, New Delhi, 1994.

Model Question Paper

ALAGAPPA UNIVERSITY
Distance Education
Human Resource Development

Time: 3 Hours   **Maximum: 75 Marks**

Part – A   (10x2=20 Marks)
Answer ALL questions:
1. Define Human Resource Development.
2. What is employee obsolescence?
3. Who described the Poverty Alleviation Approach in HRD?
4. What is Employee Turn Over?.
5. Define Career Planning
6. What do you understand with Career Education?
7. Give any TWO examples for Career Development Schemes.
8. Define Human Resource Planning.
9. What is off boarding?
10. What is Quality of Work Life?

Part – B   (5x5=25 Marks)
Answer ALL questions:
11. Describe the importance of HRD.
                         (or)
    Explain the elements of HRD with field examples.

12. Draw the attention on Human Capital Approach in HRD.
                         (or)
    Explain the concept of Elasticity of Demand

13. What are the causes of employee obsolescence?
                         (or)
    How do you assess the HRD needs?

14. What is Demand forecasting in HRP?
                         (or)
    What are the factors deciding career planning?

15. Explain the ways for internal mobility of Human resources..
                         (or)
    Describe Write short notes on Employee Poaching.

Part – C   (3x10=10 Marks)

Answer any **THREE** Questions.

16. Narrate the origin and development of HRD.
17. Enumerate the Challenges of HRD and descried the ways to overcome.
18. Illustrate the role of HR department in career planning.
19. Being an HR professional how would you develop the career for the young and dynamic employee?
20. Outline the various channels of recruitment for hiring Gen Z applicants.

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