

HUMAN RESOURCE MANAGEMENT

SEMESTER – III

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UNIT III

HUMAN RESOURCE DEVELOPMENT - MEANING AND DEFINITION

Human Resource Development is the part of human resource management that specifically deals with training and development of the employees in the organization.

Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Meaning

Development of human resources is essential for any organisation that would like to be dynamic and growth-oriented. Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resource Development (HRD) system aims at creating such a climate. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of HRD system, related mechanisms and the changing boundaries of HRD.

Definition of HRD

HRD (Human Resources Development) has been defined by various scholars in various ways. Some of the important definitions of HRD (Human Resources Development) are as follows:

- According to **Leonard Nadler**, "Human resource development is a series of organised activities, conducted within a specialised time and designed to produce behavioural changes."

THE CONCEPT OF HUMAN RESOURCE DEVELOPMENT

Human resource development in the organisation context is a process by which the employees of an organisation are helped, in a continuous and planned way to:

1. Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles;
2. Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organisational development purposes; and
3. Develop an organisational culture in which supervisor-subordinate relationships, teamwork and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees.

This definition of HRD is limited to the organisational context. In the context of a state or nation it would differ.

HRD is a process, not merely a set of mechanisms and techniques. The mechanisms and techniques such as performance appraisal, counselling, training, and organization development interventions are used to initiate, facilitate, and promote this process in a continuous way. Because the process has no limit, the mechanisms may need to be examined periodically to see whether they are promoting or hindering the process. Organisations can facilitate this process of development by planning for it, by allocating organisational resources for the purpose, and by exemplifying an HRD philosophy that values human beings and promotes their development.

Essential Tech Tools for HR Department

1. HRMS (Human Resource Management System) or HRIS (Human Resource Information System)

Human resource departments have a lot of information to input, store and track. The most common method of organizing this information is with a comprehensive human resource management system (HRMS).

Whether it's a software solution or software as a service, an HRMS can be an HR representative's best friend. It stores and organizes data, such as employee profiles, schedules, attendance records and more.

Human resource information systems (HRIS) are typically more data-driven solutions that allow you to craft in-depth reports for the purposes of audits.

Most HRMS offerings, such as [Paychex](#) and [Workday](#), act as HR's central platform and often have modules or integrations that allow you to access payroll services, benefits management, and performance evaluations.

2. Performance solutions

Performance evaluations and tracking are not only an annual meeting between supervisor and employee, but the goals and objectives discussed in that meeting are tracked and revisited throughout the year by HR. To get the most out a performance review and better formulate goals for individual employees, HR can provide managers with the tools to track their staff member's performance throughout the year, saving notes and feedback to prepare both manager and employee for the evaluation. Many HRMS and payroll solutions, such as [ADP](#), come with a customizable performance review module.

3. Recruiting software

As the name implies, recruiting software streamlines the hiring process. You can post job ads, sort and accept applications, manage candidates and more, saving you the hassle of manually tracking everything yourself.

Small businesses, in particular, should check the pricing and features for each solution being considered: Many recruiting programs are geared toward bigger companies with large volumes of applicants. Small businesses may be better served by a less-expensive product with fewer capabilities, depending on your hiring needs.

4. Payroll service

Payroll processing is an arduous task. Make it easy on yourself (and your bookkeeper) by investing in an online payroll service. This solution automatically calculates and tracks paychecks, deductions, paid time off, etc. Some even allow you to file and pay payroll taxes and report new hires to the IRS.

Business News Daily has compiled a list of the best payroll services [here](#), or if you need help deciding which one is right for you, check out our [buyer's guide](#).

5. Benefits management platform

While some payroll services allow you to administer certain benefits, such as vacation time, a more robust solution can help you manage all employee benefits including paid time off, retirement plans, health insurance, workers' compensation and other perks.

Chen Amit, CEO of payment solutions company Tipalti, says one of the best decisions his company made was outsourcing its benefits management.

"It gives our business a baseline for standard HR processes, something that at least puts you on par with larger organizations," Amit said. "Then we could focus on where to go from there: adding benefits and perks that go beyond standard dental, health, vision. It also reduces our operational footprint."

A benefits management service, however, is not necessarily the same as a professional employer organization (PEO), which operates under a co-employment arrangement. The PEO acts as a legal employer of your workforce, issuing employees' paychecks and managing benefits and compliance for you.

"PEOs can give you access to additional perks, healthcare options and expertise that you wouldn't have managing things on your own," said Jacqueline Breslin, director of human capital services at TriNet. "These benefits also help with hiring as they make working for you more attractive."

To learn more about PEOs and determine if it's the right choice for your company, read Business News Daily's PEO and employee leasing guide.

6. Employee engagement tools

Employee engagement is a high priority for many companies. With today's tech tools, you can monitor your organization's culture, giving you better insights into what your employees want.

"I've seen apps that encourage positive feedback inside the organization while helping [build] the company culture," said Pablo Brenner, CEO of Collokia, an enterprise collaboration tool.

For example, such programs as YouEarnedIt allow people to recognize and reward co-workers when they do a good job or exemplify company values. Other tools, such as TINYpulse, let you collect anonymous feedback from your team that you can use to improve your culture and operations.

When we are trying to get a feel for employees' thoughts and opinions on specific subjects, such as what type of food should be provided at the next meeting or gathering employee's opinions on a new companywide policy, sometimes it's best to use free programs like Google Forms or Survey Monkey. These tools allow you to compile honest feedback anonymously.

Other options for engagement technology include company intranet platforms such as Igloo, Podio, and OneWindow Workplace; corporate social networking apps like Yammer, WeVue, and Workplace by Facebook; and numerous enterprise collaboration and video conferencing tools that are currently available.

Ron Yekutieli, CEO and chairman of video platform Kaltura, noted that video tools may be of interest to HR departments looking to improve their hiring and training processes.

"Whether it's conducting more effective interviews through video, video conferencing to bring dispersed teams closer together, [or] onboarding and training of ... new and existing employees ... today's on-the-go workforce increasingly prefers video as a means for communication and collaboration," he said.

JOB ANALYSIS,

Developing an organizational structure, results in jobs which have to be staffed. Job analysis is the procedure through which you determine the duties and nature of the jobs and the kinds of people (in terms of skills and experience) who should be hired for them. Some of the definitions of job analysis are:

Information provided by Job Analysis Job analysis provides the following information:

1. Job Identification : Its title, including its code number;
2. Significant Characteristics of a Job: Its location, physical setting, supervision, union jurisdiction, hazards and discomforts;
3. What the Typical Worker Does : Specific operation and tasks that make up an assignment, their relative timing and importance, their simplicity, routine or complexity, the responsibility or safety of others for property, funds, confidence and trust;
4. Which Materials and Equipment a Worker Uses: Metals, plastics, grains, yarns, milling machines, punch presses and micrometers;

5. How a Job is Performed: Nature of operation - lifting, handling, cleaning, washing, feeding, removing, drilling, driving, setting-up and many others;
6. Required Personal Attributes: Experience, training, apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills;
7. Job Relationship: Experience required, opportunities for advancement, patterns of promotions, essential co-operation, direction, or leadership from and for a job.

Sources of Information for Job Analysis

According to George R. Terry, “the make-up of a job, its relation to other jobs, and its requirements for competent performance are essential information needed for a job analysis”.

Information on a job may be obtained from three principal sources:

- (a) From the employees who actually perform a job;
- (b) From other employees such as supervisors and foremen who watch the workers doing a job and thereby acquire knowledge about it; and
- (c) From outside observers specially appointed to watch employees performing a job. Such outside persons are called the trade job analysts.

Methods of Job Analysis

Four methods or approaches are utilised in analysing jobs. They are:

1. Personal Observation: The materials and equipment used, the working conditions and probable hazards, and an understanding of what the work involves are the facts which should be known by an analyst.
2. Sending out of Questionnaires: Properly drafted questionnaires are sent out to job-holders for completion and are returned to supervisors.
3. Maintenance of Long Records: The employee maintains a daily record of duties he performs, marking the time at which each task is started and finished.
4. Critical Incidents: In this method, job holders are asked to describe incidents concerning the job on the basis of their past experience. The incidents so collected are analyzed and classified according to the job areas they describe
5. Personal Interviews: Personal interviews may be held by the analyst with the employees, and answers to relevant questions may be recorded. But the method is time-consuming and costly.
6. Technical Conference Method: This method utilizes supervisors with extensive knowledge of the job. Here, specific characteristics of a job are obtained from the “experts.”

7. Functional Job Analysis: Functional job analysis (FJA) is employee- oriented analytical approach of job analysis. This approach attempts to describe the whole person on the job.

Purposes and Uses of Job Analysis

The information provided by job analysis is useful in almost every phase of employee relations. Its purposes and uses can be understood from the following points:

1. Organisation and Manpower Planning: It is helpful in organisational planning for it defines labour needs in concrete terms and coordinates the activities of the work force, and clearly divides duties and responsibilities.
2. Recruitment and Selection: By indicating the specific requirements of each job (i.e., the skills and knowledge), it provides a realistic basis for hiring, training, placement, transfer and promotion of personnel.
3. Wage and Salary Administration: By indicating the qualifications required for doing specified jobs and the risks and hazards involved in its performance, it helps in salary and wage administration. Job analysis is used as a foundation for job evaluation.
4. Job Re-engineering: Job analysis provides information which enables us to change jobs in order to permit their being manned by personnel with specific characteristics and qualifications.
5. Employee Training and Management Development: Job analysis provides the necessary information to the management of training and development programmes.
6. Performance Appraisal: It helps in establishing clear-cut standards which may be compared with the actual contribution of each individual.
7. Health and Safety: It provides an opportunity for indentifying hazardous conditions and unhealthy environmental factors so that corrective measures may be taken to minimise and avoid the possibility of accidents.

JOB EVALUATION

Job Evaluation is a system wherein a particular job of an enterprise is compared with its other jobs. In the present industrial era, there are different types of jobs which are performed in every business and industrial enterprise. Comparative study of these jobs is very essential because on the basis of such study the structure of wages for different types of jobs is prepared. The comparison of jobs may be made on the basis of different factors such as duties, responsibilities, working conditions, efforts, etc. In nut shell, it may be said that job evaluation is a process in which a particular job of a business and industrial enterprise is compared with other jobs of the enterprise.

Objectives of Job Evaluation The following are the objectives of job evaluation:

- (i) To secure and maintain complete, accurate and impersonal descriptions of each distinct job or occupation in the entire plant;
- (ii) To provide a standard procedure for determining the relative worth of each job in a plant;
- (iii) To determine the rate of pay for each job which is fair and equitable with relation to other jobs in the plant, community or industry?
- (iv) To ensure that like wages are paid to all qualified employees for like work;
- (v) To promote a fair and accurate consideration of all employees for advancement and transfer;
- (vi) To provide a factual basis for the consideration of wage rates for similar jobs in a community and industry

Methods of Job Evaluation:

The following are the methods of Job Evaluations:

1. Ranking Method:

The ranking method requires a committee typically composed of both management and employee representatives of job in a simple rank order, from highest to lowest. Rating specialists review the job analysis information and thereafter appraise each job subjectively according to its general importance in comparison with other jobs. In other words, an overall judgment is made of the relative worth of each job, and the job is ranked accordingly.

2. Job Grading or Job Classification Method :

This method works by assigning each job a grade, level or class that corresponds to a pay grade for instance Grade I, Grade II, Grade III and so forth. These grades or classifications are created by identifying gradations of some common denominations, such as job responsibility, skill, knowledge, education required, and so on. Then, for each job grade so created standard job descriptions are determined. Thereafter, such standard description is matched with job descriptions in the organisation. The standard description that most nearly matches the job description determines the job's grading.

3. Factor-comparison Method:

This method is a combination of ranking and point systems. All jobs are compared to each other for the purpose of determining their relative importance by selecting four or five major job elements or factors which are more or less common to all jobs. These elements are not predetermined. These are chosen on the basis of job analysis. The few factors which are

customarily used are : (i) mental requirements (ii) skill (iii) physical requirements (iv) responsibilities (v) working conditions, etc. A few jobs are selected as key jobs which serve as standard against which all other jobs are compared. key job is one whose contents have been stabilised over a period of time and whose wage rate is considered to be presently correct by the management and the union

Advantages of Job Evaluation

Job evaluation enjoys the following advantages:

(i) Job evaluation is a logical and to some extent an objective method of ranking jobs relative to one another. It may help in removing inequalities in existing wage structures and in maintaining sound and consistent wage differentials a plant or industry.

(ii) In the case of new jobs, the method often facilitates fitting them into the existing wage structure.

(iii) The method helps in removing grievances arising out of relative wages; and it improves labour- management relations.

(iv) The method replaces the many accidental factors, occurring in less systematic procedures, of wage bargaining by more impersonal and objective standards, thus establishing a clear basis for negotiations. (v) The method may lead to greater uniformity in wage rates, thus simplifying wage administration.

(vi) The information collected in the process of job description and analysis may also be used for the improvement of selection, transfer and promotion procedures on the basis of comparative job requirements.

(vii) Such information also reveals that workers are engaged on jobs requiring less skill and other qualities than they possess, thereby pointing to the possibility of making more efficient use of the plants' labour force.

CAREER DEVELOPMENT

Career development is an organized approach used to match employee goals with the business needs of the agency in support of workforce development initiatives. The purpose of career development is to:

- Enhance each employee's current job performance.
 - Enable individuals to take advantage of future job opportunities.
- Fulfill agencies' goals for a dynamic and effective workforce.

Career development involves managing your career either within or between organizations. It also includes learning new skills, and making improvements to help you in your career. Career development is an ongoing, lifelong process to help you learn and achieve more in your career. Whether you are looking at making a career change, or moving up within a company, planning your own career development will help you succeed. By creating a personal career development plan, you can set goals and objectives for your own personal career growth. Don't make the mistake of leaving your career development future in the hands of your employer, hoping that you will get the next promotion or pay raise. This misconception can lead to job dissatisfaction and resentment. Career planning is a lifelong process, which includes choosing an occupation, getting a job, growing in our job, possibly changing careers, and eventually retiring. The Career Planning Site offers coverage of all these areas. This article will focus on career choice and the process one goes through in selecting an occupation. This may happen once in our lifetimes, but it is more likely to happen several times as we first define and then redefine ourselves and our goals.

Managers are responsible for linking the organization's needs to employee career goals, and can assist employees in the career planning process. Human Resources is responsible for designing career paths and employee development programs that help employees reach their goals. Each employee is responsible for planning and managing his/her career.

The word career refers to all types of employment ranging from semi-skilled through skilled, and semi professional to professional. The term career has often been restricted to suggest an employment commitment to a single trade skill, profession or business firm for the entire working life of a person. In recent years, however, career now refers to changes or modifications in employment during the foreseeable future. There are many definitions by management scholars of the stages in the managerial process. The following classification system with minor variations is widely used:

1. Development of overall goals and objectives,
2. Development of a strategy (a general means to accomplish the selected goals/objectives),

3. Development of the specific means (policies, rules, procedures and activities) to implement the strategy, and

4. Systematic evaluation of the progress toward the achievement of the selected goals/objectives to modify the strategy, if necessary.

The career management process begins with setting goals/objectives. A relatively specific goal/objective must be formulated. This task may be quite difficult when the individual lacks knowledge of career opportunities and/or is not fully aware of their talents and abilities. However, the entire career management process is based on the establishment of defined goals/objectives whether specific or general in nature. Utilizing career assessments may be a critical step in identifying opportunities and career paths that most resonate with someone. Career assessments can range from quick and informal like those on CareerBuilder or may be more in depth like those such as Myers-Briggs and Career Leader supported assessments found on My Path. Regardless of the ones you use, you will need to evaluate them. Most assessments found today for free (although good) do not offer an in-depth evaluation.

TRAINING & DEVELOPMENT

Introduction

Training is an organised activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training programme. According to Edwin B. Flippo, "Training is the act of increasing the knowledge and skills of an employee for doing a particular job".

Objectives of Training

(i) To impart to new entrants the basic knowledge and skill they need for an intelligent performance of definite tasks;

(ii) To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills, they will need in their particular fields;

(iii) To build up a second line of competent officers and prepare them to occupy more responsible positions;

(iv) To broaden the minds of senior managers by providing them with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of the outlook that may arise from over-specialisation;

(v) To impart customer education for the purpose of meeting the training needs of Corporations which deal mainly with the public. In a nutshell, the objectives of training are —to Bridge the gap between existing performance ability and desired performance.

Need and Importance of Training

1. Increasing Productivity: Instruction can help employees increase their level of performance on their present job assignment. Increased human performance often directly leads to increased operational productivity and increased company profit.

2. Improving Quality: Better informed workers are less likely to make operational mistakes. Quality increases may be in relationship to a company product or service, or in reference to the intangible organisational employment atmosphere.

3. Helping a Company Fulfil its Future Personnel Needs: Organisations that have a good internal educational programme will have to make less drastic manpower changes and adjustments in the event of sudden personnel alternations. When the need arises, organisational vacancies can more easily be staffed from internal sources if a company initiates and maintains an adequate instructional programme for both its non-supervisory and managerial employees.

4. Improving Organisational Climate: An endless chain of positive reactions results from a well-planned training programme. Production and product quality may improve; financial incentives may then be increased, internal promotions become stressed, less supervisory pressures ensue and base pay rate increases result.

5. Improving Health and Safety: Proper training can help prevent industrial accidents. A safer work environment leads, to more stable mental attitudes on the part of employees.

6. **Obsolescence Prevention:** Training and development programmes foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt himself to technological changes.
7. **Personal Growth:** Employees on a personal basis gain individually from their exposure to educational experiences. Again, Management development programmes seem to give participants a wider awareness, an enlarged skin, an enlightened altruistic philosophy, and make enhanced personal growth possible.

METHODS OF TRAINING

The following methods are generally used to provide training :

On-the-Job Training Methods: This type of training is imparted on the job and at the work place where the employee is expected to perform his duties.

1. **On Specific Job:** On the job training methods is used to provide training for a specific job such as electrical, motor mechanic, plumbing etc.

- (a) **Experience :** This is the oldest method of on-the-job training. Learning by experience cannot and should not be eliminated as a method of development, though as a sole approach; it is a wasteful, time consuming and inefficient.

- (b) **Coaching:** On-the-Job coaching by the superior is an important and potentially effective approach is superior. The technique involves direct personnel instruction and guidance, usually with extensive demonstration.

2. **Job Rotation:** The major objective of job rotation training is the broadening of the background of trainee in the organisation. If trainee is rotated periodically from one job to another job, he acquires a general background.

3. **Special Projects:** This is a very flexible training device. The trainee may be asked to perform special assignment; thereby he learns the work procedure.

4. **Apprenticeship:** Under this method, the trainee is placed under a qualified supervisor or instructor for a long period of time depending upon the job and skill required. Wages paid to the trainee are much less than those paid to qualified workers.

5. **Vestibule Training:** Under this method, actual work conditions are created in a class room or a workshop. The machines, materials and tools under this method is same as those used in actual performance in the factory.

6. Multiple Management: Multiple management emphasizes the use of committees to increase the flow of ideas from less experience managers and to train them for positions of greater responsibility.

Off-the-job Training Methods:

Following are the off the job training techniques:

1. Special Courses and Lectures: Lecturing is the most traditional form of formal training method. Special courses and lectures can be established by business organizations in numerous ways as a part of their development programmes.

2. Conferences: This is also an old method, but still a favorite training method. In order to escape the limitations of straight lecturing many organizations have adopted guided, discussion type of conferences in their training programmes. In this method, the participant's pools, their ideas and experience in attempting to arrive at improved methods of dealing with the problems, which are common subject of discussion;

3. Case Studies: This technique, which has been developed, popularized by the Harvard Business School, U.S.A is one of the most common forms of training. A case is a written account of a trained reporter of analyst seeking to describe an actual situation.

4. Brainstorming : This is the method of stimulating trainees to creative thinking. This approach developed by Alex Osborn seeks to reduce inhibiting forces by providing for a maximum of group participation and a minimum of criticism. A problem is posed and ideas are invited. Quantity rather quality is the primary objective. Ideas are encouraged and criticism of any idea is discouraged. Chain reactions from idea to idea often develop. Later these ideas are critically examined. There is no trainer in brainstorming and it has been found that the introduction of known reports into it will reduce the originality and practicability of the group contribution.

5. Laboratory Training: Laboratory training adds to conventional training by providing situations in which the trainees themselves experience through their own interaction some of the conditions they are talking about. In this way, they more or less experiment on themselves. Laboratory training is more concerned about changing individual behaviour and attitude. There are two methods of laboratory training: simulation and sensitivity training.

(a) Simulation: An increasing popular technique of management development is simulation of performance. In this method, instead of taking participants into the field, the field can be simulated in the training session itself. Simulation is the presentation of real situation of organisation in the

training session. There are two common simulation methods of training. They are role-playing and business game.

(i) Role-playing: Role-playing is a laboratory method, which can be used rather easily as a supplement of conventional training methods. Its purpose is to increase the trainee's skill in dealing with other people. One of its greatest uses, in connection with human relations training, but it is also used in sales training as well. It is spontaneous acting of a realistic situation involving two or more persons, under classroom situations. Dialogue spontaneously grows out of the situation, as the trainees assigned to it develop it.

(ii) Gaming: Gaming has been devised to simulate the problems of running a company or even a particular department. It has been used for a variety of training objectives from investment strategy, collective bargaining techniques to the morale of clerical personnel. It has been used at all the levels, from the executives for the production supervisors. Gaming is a laboratory method in which role-playing exists but its difference is that it focuses attention on administrative problems, while role-playing tend to emphasis mostly feeling and tone between people in interaction.

(b) Sensitivity Training: Sensitivity training is the most controversial laboratory training method. Many of its advocates have an almost religious zeal in their enhancement with the training group experience. Some of its critics match this favour in their attacks on the technique. As a result of criticism and experience, a revised approach, often described as "team development" training has appeared

EVALUATING TRAINING EFFECTIVENESS

The most common model for analyzing and evaluating the results of education training and development programs is the Kirkpatrick Model, developed by Donald Kirkpatrick in 1995 for his Ph.D. dissertation.^[1] The model consists of four levels, including the following:

- Level 1: Reaction—Measures how participants react to the training. A common method of determining this is a post-training survey.
- Level 2: Learning—Assess what the employee learned from the training. Learning can be evaluated by post-tests or demonstration of the knowledge, skill or ability.
- Level 3: Behavior—Are participants using what they learned? This might be assessed by observation or management evaluations.

- Level 4: Results—What is the organizational impact? For example, was there an increase in productivity, in project management or management effectiveness?

The way to use this model is not moving from Level 1–Level 4 as it is often taught, but in the reverse order. As LinkedIn Learning Instructor Jeff Toister advises: “Start at level four and identify the results you want to achieve, then work backward to level three to think about what participants need to do on the job to achieve those results, and so on. This will make it easier to connect the training to organizational goals.”^[2] Toister’s recommendation is echoed in an image that notes that by moving from Level 1–Level 4, ROI is an afterthought; flipping the sequence puts the emphasis on the business results; that is ROI is designed in at the start

A major reason to evaluate training programs is to determine whether the training programs are accomplishing their specific training objectives.

The process of training evaluation has been defined by A. C. Hamblin as “any attempt to obtain information on the effects of training performance and to assess the value of training in the light of that information”.

Thus, evaluation of training effectiveness refers to the process of obtaining information on the effects of a training programme and assessing the value of training in the light of the information so obtained.

Training evaluation has a far higher profile now than it did in the past. As a profession, training has long promised- ‘Give us the resources and we’ll transform the business.’ Line management is now replying- ‘Prove it!’ There is a requirement to prove the connection between an investment in training and an improvement in organisational performance. While this is understandable, it creates some difficulties for trainers

Why is the training evaluation required?

There are various reasons for evaluating training:

- i. The evaluation enables the effectiveness of an investment in training to be appraised which can help to justify expenditure on future programmes.
- ii. It allows the effectiveness of differing approaches to be compared.

- iii. It provides feedback for the trainers about their performance and methods.
- iv. It enables improvements to be made, either on the next occasion, or if the evaluation is ongoing, as the training proceeds.
- v. Recording learning achievements can be motivational for learners.
- vi. The evaluation indicates to what extent the objectives have been met and therefore whether any further training needs remain.

2. What should be evaluated, and when?

A number of different models have been developed by various writers, some of which are described below to answer this question. Knowledge of at least one of these models or frameworks is necessary to help to get to grips with the evaluation process.

COACHING

Coaching is one of the training methods, which is considered as a corrective method for inadequate performance. According to a survey conducted by International Coach Federation (ICF), more than 4,000 companies are using coach for their executives. These coaches are experts most of the time outside consultants.

A coach is the best training plan for the CEO's because

It is one to one interaction

It can be done at the convenience of CEO

It can be done on phone, meetings, through e-mails, chat

It provides an opportunity to receive feedback from an expert

It helps in identifying weaknesses and focus on the area that needs improvement

This method best suits for the people at the top because if we see on emotional front, when a person reaches the top, he gets lonely and it becomes difficult to find someone to talk to. It helps in

finding out the executive's specific developmental needs. The needs can be identified through 60 degree performance reviews

Procedure of the Coaching

The procedure of the coaching is mutually determined by the executive and coach. The procedure is followed by successive counseling and meetings at the executive's convenience by the coach.

1. Understand the participant's job, the knowledge, skills, and attitudes, and resources required to meet the desired expectation
2. Meet the participant and mutually agree on the objective that has to be achieved
3. Mutually arrive at a plan and schedule
4. At the job, show the participant how to achieve the objectives, observe the performance and then provide feedback
5. Repeat step 4 until performance improves

For the people at middle level management, coaching is more likely done by the supervisor; however experts from outside the organization are at times used for up and coming managers. Again, the personalized approach assists them to focus on definite needs and improvement.

MENTORING

Mentoring is an ongoing relationship that is developed between a senior and junior employee. Mentoring provides guidance and clear understanding of how the organization goes to achieve its vision and mission to the junior employee.

The meetings are not as structured and regular than in coaching. Executive mentoring is generally done by someone inside the company. The executive can learn a lot from mentoring. By dealing with diverse mentee's, the executive is given the chance to grow professionally by developing management skills and learning how to work with people with diverse background, culture, and language and personality types.

Executives also have mentors. In cases where the executive is new to the organization, a senior executive could be assigned as a mentor to assist the new executive settled into his role. Mentoring is one of the important methods for preparing them to be future executives. This method allows the mentor to determine what is required to improve mentee's performance. Once the mentor identifies the problem, weakness, and the area that needs to be worked upon, the mentor can advise relevant training. The mentor can also provide opportunities to work on special processes and projects that require use of proficiency.

- Some keypoints on Mentoring Mentoring focus on attitude development
- Conducted for management-level employees
- Mentoring is done by someone inside the company
- It is one-to-one interaction
- It helps in identifying weaknesses and focus on the area that needs improvement

PERFORMANCE APPRAISAL

- Performance appraisal or Performance evaluation is a method of evaluating the behaviour of employees in a work place, normally including both the quantitative and qualitative aspect of job performance. Performance here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual fulfilling the job demands. Performance is measured in terms of results. Thus, Performance appraisal is the process of assessing the performance or progress of an employee, or a group of employees on the given job, as well as his potential for future development. Thus, performance appraisal comprises all formal procedures used in organisations to evaluate contributions, personality, and potential of individual employees
- **Characteristics of Performance Appraisal**
- 1. A Process: Performance appraisal is not a one-act play. It is rather a process that involves several acts or steps.
- 2. Systematic Assessment: Performance appraisal is a systematic assessment of an employee's strengths and weakness in the context of the given job.
- 3. Main Objective: The main objective of it is to know how well an employee is going for the organisation and what needs to be improved in him.

- 4. Scientific Evaluation: It is an objective, unbiased and scientific evaluation through similar measure and procedures for all employees in a formal manner.
- 5. Periodic Evaluation : Although informal appraisals tend to take place in an unscheduled manner (on continuous) basis with the enterprises a supervisors evaluate their subordinates work and as subordinates appraise each other and supervisors on a daily basis.
- 6. Continuous Process: In addition to being periodic performance usually is an ongoing process.
- **Purposes of Performance Appraisal**
- The following are the main purposes of performance appraisal:
 - 1. Appraisal Procedure:
 - It provides a common and unified measure of performance appraisal, so that all employees are evaluated in the same manner. It gives an in discriminatory rating of all the employees.
 - 2. Decision Making:
 - Performance appraisal of the employees is extremely useful in the decision making process of the organization. In selection, training, promotion, pay increment and in transfer, performance appraisal is very useful tool.
 - 3. Work Performance Records:
 - Performance appraisal gives us a complete information in the form of records regarding every employee. In the case of industrial disputes even arbitrator accepts these records in the course of grievance handling procedure.
 - 4. Employees Development:
 - Performance appraisal guides the employees in removing their defects and improving their working. The weaknesses of the employee recorded in the performance appraisal provide the basis for an individual development programme. If properly recorded and used, the performance appraisal gives the fair opportunities to employees to correct and rectify their mistakes.
 - 5. Enables Supervisors to be More Alert and Competent :
 - Performance appraisal enables supervisor to be more alert and competent and to improve the quality of supervision by giving him a complete record of employee's performance. He can guide an employee, where he is prone to commit mistakes.
 - 6. Merit Rating :

- Merit rating is another name of performance appraisal, it gives supervisors a more effective tool for rating their personnel. It enables them to make more careful analysis of employee's performance and make them more productive and useful.
- 7. Improves Employer Employee Relations :
- Performance appraisal is not only a useful guide for the supervisors and employees but it improves the employer-employee relations by creating a more conducive and amicable atmosphere in the organization. It also stimulates free exchange of thoughts and ideas between the supervisor and his men. In this way performance appraisal bridges the emotional gap between the employer and employee by bringing them more close and by reducing man-to-man differences in the organization.
- **Uses of Performance Appraisal**
- Performance appraisal helps the employees in Self-improvement and Self-development. It helps the management in taking decisions about Placement, Promotions, Transfer, Training and Development, etc. It helps to achieve individual and organisational goals. It is useful to the employees and the organisation. Therefore, Performance Appraisal should be conducted objectively from time to time.
- 1. Help in Deciding Promotion:
- It is in the best interest of the management to promote the employees to the positions where they can most effectively use their abilities. A well-organised, development and administered performance appraisal programme may help the management in determining whether an individual should be considered for promotion.
- 2. Help in Personnel Actions:
- Personnel actions such as lay-offs, demotions, transfers and discharges etc. may be justified only if they are based on performance appraisal.
- 3. Help in Wage and Salary Administration:
- The wage increase given to some employees on the basis of their performance may be justified by the performance appraisal results.
- 4. Help in Training and Development:
- An appropriate system of performance appraisal helps the management in devising training and development programmes and in identifying the areas of skill or knowledge in which several employees are not at par with the job requirements.

- 5. Aid to Personnel Research:
- Performance appraisal helps in conducting research in the field of personnel management. Theories in personnel field are the outcome of efforts to find out the cause and effect relationship between personnel and their performance. By studying the various problems which are faced by the performance appraiser, new areas of research may be developed in personnel field.
- 6. Help in Self Evaluation:
- Performance appraisal helps the employee in another way also. Every employee is anxious to know his performance on the job and his potentials for higher jobs so as to bring himself to the level of that position.

POTENTIAL APPRAISAL

- The potential appraisal refers to the appraisal involving identification of the hidden talents and skills of a person. The person might or might not be aware of them.
- Potential appraisal is a future-oriented appraisal whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organizational hierarchy.
- Many organizations consider and use potential appraisal as a part of the performance appraisal processes. Potential appraising is different from appraising performance.
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- Potential refers to abilities of an employee which are currently not brought to use by an organization. Potential means the talent capacity to undertake higher challenges on job in future.
- **Assessing the Potential of the Employee:**
- 1. Find out the requirements of the higher job and see how the employee meets those requirements.
- 2. Does the employee have the knowledge, skills and attitude which could be utilised in the higher job?
- 3. How good are the personal performance parameters such as quality of decision making, willingness to take up additional load/responsibilities, dependability, initiative, imagination, open minded to suggestions and new ideas, interpersonal relationship etc.?

- 4. How could the employee develop those qualities required for performing the job at higher level effectively?
- 5. Follow-up – Once the management has identified the person, they could provide necessary guidance, training and development so that the person can take higher responsibilities and perform well in his new role.
- **Potential Appraisal – Top 6 Features**
- Potential appraisal forms an important part of HRM in finding out the hidden talents of employees.
- **The following are the features of potential appraisal:**
- i. Helps assess the employees' capacities, which pave way for them to give their best performance
- ii. Helps assess an organization's ability to develop future managers
- iii. Helps assess the employees' analytical power, which indicates the ability to analyze problems and examine them critically
- iv. Helps build creative imagination, which is the ability of presenting an existing thing in an unconventional and new manner
- v. Helps analyze the sense of reality, which refers to an employee's way of interpreting a situation
- vi. Helps develop leadership skills, which refer to the abilities to direct, control, and harmonize with people.

PROMOTION

Promotions refer to shifting of persons to positions carrying better prestige, higher responsibilities and more salaries. The higher positions falling vacant may be filled up from within the organisation. A promotion does not increase the number of persons in the organisation. A person going to get a higher position will vacate his present position. Promotion avenues motivate employees to improve their performance so that they get promotions to higher positions.

Promotion is the advancement of an employee from one job level to a higher one, with increase in salary. It should also usually result in changes in duties and higher level/degree of responsibility, status and value. Sometimes the job itself may be upgraded (e.g., steno to secretary) to a higher level of skill, responsibilities and pay. When as a result of promotion there is no increase in the employee's pay it is called a 'dry' promotion. A dry promotion is usually made decorative by

giving a new and longer title to the employee. Employers generally get rid of their incompetent employees by giving them such decorative promotions.

In many companies, only vertical promotions are made under which the employees are promoted from one rank to the next higher rank in the same department. A vertical promotion scheme has two disadvantages: first, it limits the experience of an employee; second, it deprives him of the opportunity to secure promotion in other departments at the right time. As such, horizontal promotions are also allowed in some companies under which employees may be promoted to higher ranks in other departments as well.

- It is considered good personnel policy to fill vacancies in a higher job through promotion from within. Such promotions provide an inducement and motivation to the employees, removes feeling of stagnation and frustration and inculcates a sense of growing up with the organization reinforcing common goals between the individual and the organization. The criteria for promotion decisions may include the following, though the crux of the issue centres around the dilemma over seniority versus merit:
 - Performance-length of service (seniority) or merit and ability
 - Educational/technical qualification
 - Assessment of potential
 - Career and succession plan
 - Organization chart based vacancies
 - Motivational strategies-job enlargement
 - Spacing of the promotion and career span of the individual

The promotion policy should seek to optimize the interests of the organizations as well as the needs and aspirations of the individual employees. A good promotion policy may include the following:

- Encouragement of promotion within the organization, instead of looking outside to fill vacancies in higher posts;
- An understanding that ability as well as seniority will be taken into account in making promotions;
- Drawing up an organization chart to make clear to all the ladder of promotion. Where there is a job analysis and a planned wage policy, such a chart is quite easy to prepare;

TRANSFERS

Transfer involves shifting of persons from present jobs to other similar places. These do not involve any change in rank, responsibility and prestige. The number of persons does not increase with transfers but vacant posts may be attended to.

A transfer is a lateral movement within the same grade, from one job to another. A transfer may result in changes in duties and responsibilities, supervisory and working conditions, but not necessarily salary. Transfers may be either company-initiated or employee-initiated. A company may initiate a transfer to place employees in positions where they are likely to be more effective or where they are likely to get greater satisfaction or where they are better able to meet the work schedules of the organization. Similarly, employees may initiate transfers for several reasons. They may want a change of bosses or of locations. They may try to obtain more allowances or better working conditions which are attached to a new position. They may want to join their friends and relatives or they may try to avoid interpersonal conflicts with their present colleagues. Transfers may be made for reasons such as:

- Correcting misplacement
- Filling vacancies internally
- Meeting skill shortages/job redundancies
- Dealing with problem employees
- Facilitating superior-peer adjustment
- Providing a chance for wider experience
- Job rotation as part of career development
- Accommodating personal needs and convenience of the individual
- Reward or punishment $\frac{3}{4}$ Change working conditions (e.g. manual to mechanical operations) $\frac{3}{4}$ Humanitarian/compassionate ground (transfer to one's native place to enable the person to look after the sick or old parents).

Transfers could be temporary and adhoc when they are made to meet emergencies. They may be regular and planned as part of training development, career and succession planning activities. Transfer decisions may be perceived as negative or positive depending upon an individual's personal preferences, needs and aspirations. An organization may consider transfer from a regional office to the head office as a reward since it enables the person to broaden his knowledge and experience; but the individual concerned may feel otherwise if it means breaking his ties with the people and community.

Whether transfers are planned or adhoc, employees and their families face certain practical difficulties particularly when a transfer means change in location:

- Timing of the transfer
- Housing/accommodation
- School/college admission of children
- Working spouse/dependent family
- Relocation/hardship expenses.

Types of Transfers:

When the transfers are considered from the standpoint of their purpose, five types may be distinguished:

(i) Production transfers:

These are transfers from one department of an organization in which labour requirements are declining to another department of the, same organization in which they are increasing. Such transfers are done to avoid layoff of efficient and trained employees by providing them with alternative positions in the same organization.

(ii) Replacement transfers:

These are transfers of long-service employees to similar jobs in other departments where they replace employees with shorter service. The object of these transfers is also to retain the efficient and trained employees as long as possible but in this process some short-service employees may be relieved from the organization.

(iii) Versatility transfers:

These are transfers (better called 'rotation') of workers from one job to another to make them versatile. Besides resulting in greater satisfaction to the workers through job enrichment and enlargement, such transfers also help management in creating a workforce of all-rounder who can be conveniently shifted to other jobs at the time of necessity.

(iv) Shift transfer:

These are transfers of workers from one shift to another on the same type of work.

(v) Remedial transfers: These are transfers made to remedy some situation primarily concerned with employee-on the job. For example an employee's initial placement may have been faulty, or he may not get along with his superior or with fellow workers in the department or he may be

getting too old to continue in' his present job or the type of job or working conditions may not be well suited to his present health or accident record, and so on.

EMPLOYEE EMPOWERMENT

Everything you need to know about employee empowerment. Empowerment is the process of giving employees in the organisation the power, authority, responsibility, resources, freedom to take decisions and solve work related problems.

In order to take such initiatives and decisions, they are given adequate authority and resources.

The empowered employee becomes “self-directed” and “self-controlled”. Empowerment focuses on employees to make use of their full potential.

On the other hand, empowerment means giving up control on employees and letting every employee make decisions, set goals, accomplish results and receive rewards. It means making a person able to manage by himself. It is a process for helping right person at the right levels to makes the right decision for the right reasons.

Employee Empowerment – Meaning

Empowerment is the process of giving employees in the organisation the power, authority, responsibility, resources, freedom to take decisions and solve work related problems. In order to take such initiatives and decisions, they are given adequate authority and resources.

This allocation of authority is not based on the concept of “delegation” based relationship. In empowerment it is a “trust based relationship”, which is established between management and employees. It is a continuous process.

The empowered employee becomes “self-directed” and “self-controlled”. Empowerment focuses on employees to make use of their full potential. On the other hand, empowerment means giving up control on employees and letting every employee make decisions, set goals, accomplish results

and receive rewards. It means making a person able to manage by himself. It is a process for helping right person at the right levels to makes the right decision for the right reasons.

Employee Empowerment – Need

The need for employees empowerment arises because of the following factors:

- (i) Increasing pace of change, turbulence of environment and the changing expectations of customers requires a speedy and flexible response which is incompatible with the old-style command and control model of organisational functioning.
- (ii) Organisations are using new types of structures to achieve their objectives. The impact of downsizing, delayering and decentralising means that the old methods of achieving co-ordination and control are no longer appropriate. Achieving performance under these circumstances require the employees to accept greater responsibility and authority.
- (iii) Organisations require cross-functional working and greater integration in their processes if they are to meet the customers' needs. Such cooperation can be achieved through empowerment.
- (iv) Employees now have greater awareness and are more concerned with the satisfaction of higher level needs. Empowerment can be used to satisfy such needs of employees and thus motivate them.
- (v) Empowerment can provide opportunities to the employees at lower levels to develop their competencies. Thus, it can be used as a source of managerial talent for the organisation.