

HUMAN RESOURCE DEVELOPMENT

HRD - Concept, Function

Training - Concept, Process Methods of training & development

Performance Appraisal - Concept, Benefits, Limitations,
Methods

Career Planning - Concept, Importance

Succession Planning - Concept, Needs

Mentoring - Concept, Importance

Counselling - Concept, Techniques

HRD - Concept, Function

AMERICAN SOCIETY FOR TRAINING AND DEVELOPMENT (ASTD) defines,
'HRD is the integrated use of training and development, organisational development and career development, - to improve individual, group and organisational effectiveness'

Scope/Functions of HRD:

- 1 PERFORMANCE APPRAISAL
- 2 PROMOTION OF EMPLOYEES
- 3 TRAINING & DEVELOPMENT
- 4 CAREER DEVELOPMENT
- 5 ORGANISATIONAL DEVELOPMENT
- 6 MOTIVATION
- 7 EMPLOYEE WELFARE
- 8 QUALITY OF WORK LIFE
- 9 HUMAN RESOURCE INFORMATION
- 10 MENTORING

TRAINING : CONCEPT & IMPORTANCE

Wayne Cascio defines, ‘Training consists of planned programme undertaken to improve employee knowledge, skills, attitudes and social behaviour so that the performance of the organisation improves considerably.’

Development is viewed as a long term learning process by which managerial personnel acquire conceptual and theoretical knowledge and skills for enhancing general administrative abilities.

IMPORTANCE OF TRAINING & DEVELOPMENT

1 INNOVATION

REDUCTION

2 CORPORATE IMAGE

3 EFFICIENCY

4 TEAM WORK

5 OPTIMUM USE OF RESOURCES

6 MOTIVATION

7 COMPETITIVE ADVANTAGE

8 CUSTOMER SATISFACTION

9 REDUCTION IN ABSENTEEISM

10 EMPLOYEE TURNOVER

11 BENEFITS TO EMPLOYEES

PROCESS OF IDENTIFYING TRAINING & DEVELOPMENT NEEDS

1 ANALYSE ORGANISATIONAL NEEDS

2 ANALYSIS OF STRATEGIES AND TASKS

3 ANALYSIS OF TRAINING NEEDS OF INDIVIDUAL EMPLOYEES

4 DEVELOP A TRAINING PLAN

5 DECISION ON TRAINING METHOD

6 COMMUNICATION WITH EMPLOYEES

7 IMPLEMENTATION OF TRAINING PROGRAMME

8 REVIEW OF TRAINING OUTCOME

METHODS OF TRAINING AND DEVELOPMENT

ON THE JOB METHODS METHODS

- JOB ROTATION
- MANAGEMENT GAMES
- UNDERSTUDY
PLAYING
- MENTORING
- VESTIBULE TRAINING
- COACHING & COUNSELLING
- APPRENTICESHIP
STUDY
- PLANNED PROGRESSION

OFF THE JOB

-
- ROLE
-
- IN-BASKET TRAINING
- CASE
- SENSITIVITY

EVALUATING TRAINING EFFECTIVENESS

1 OBSERVATION METHOD

2 TEST-RETEST METHOD

3 PRE-POST PERFORMANCE

4 TEST CONTROL METHOD

5 KIRKPATRICK'S 4 LEVEL MODULE

LEVEL 1: REACTION

LEVEL 2: LEARNING

LEVEL 3: BEHAVIOUR

LEVEL 4: RESULTS

PERFORMANCE APPRAISAL

Wayne Cascio, 'Performance appraisal is the systematic discription of employee's job relevant strengths and weaknesses'

Performance appraisal is a process of evaluating work performance of employees.

BENEFITS OF PERFORMANCE APPRAISAL:

1 Performance Feedback	7
Management labour relations	
2 Training & development	8 Documentary
Evidence	
3 Motivation	9
Effective Communication	
4 Promotion	10

LIMITATIONS OF PERFORMANCE APPRAISAL

- 1 Halo Effect
- 2 Horn Effect
- 3 Central Tendency
- 4 Cost Factor
- 5 Problem of Leniency
- 6 Latest Behaviour Effect
- 7 Problem of strictness
- 8 Spillover Effect
- 9 Personal Bias
- 10 Paperwork
- 11 Problem of appropriate Technique
- 12 Fear of Confrontations

METHODS OF PERFORMANCE APPRAISAL

TRADITIONAL METHODS

MODERN METHODS

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Check List

Role analysis

Confident Reports

Assessment Centres

Critical Incident Method

MBO

Ranking Method

POTENTIAL APPRAISAL

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 organisational hierarchy. It is also referred to as identification of the hidden talents and skills of an employee.

TECHNIQUES OF POTENTIAL APPRAISAL:

Self - Appraisal

Peer Appraisal

Superior Appraisal

360 Degree Appraisal

Brainstorming Sessions

MBO

Psychological and Psychometric Tests

Management Games like Goal Setting Games

Leadership Exercises

IMPORTANCE OF POTENTIAL APPRAISAL

- 1 Identification of Strengths and Weaknesses
- 2 Identification of training needs
- 3 Information about future prospects
- 4 Retention of Competent Employees
- 5 Advice on Career Development
- 6 Motivation to Employees
- 7 Assigning Challenging Projects
- 8 Succession Planning
- 9 Healthy work Culture
- 10 Provisions of facilities
- 11 Empowerment of Employees
- 12 Developing Confidence in Employees

CAREER PLANNING AND DEVELOPMENT

Career planning is the systematic process by which a person selects career goals and the means to achieve them.

Career Development is a continuous process of developing one's career within the same organisation or another. It involves training on new skills, moving to higher job responsibilities and making career advances.

IMPORTANCE TO THE EMPLOYEE ORGANISATION

**Career selection
employee turnover**

**Career Upgradation
employees**

Improvement in Morale

Improvement in Performance

Job Satisfaction

Advantage

IMPORTANCE TO THE

Reduction in

Motivated

Higher efficiency

Corporate Image

Competitive

SUCCESSION PLANNING

It is a process of deciding in advance to fill up key positions in the organisation that are likely to fall vacant in the near future.

STEPS IN SUCCESSION PLANNING

- 1 Identification of the position
- 2 Identifications of successors
- 3 Grooming of Successors

NEED FOR SUCCESSION PLANNING

- 1 Grooming of successors
- 2 Attracts and Retains Competent Employees
- 3 Motivation to potential successors
- 4 Ensures Feeling up of Key positions
- 5 Support of stakeholders
- 7 Corporate Image
- 8 Competitive Advantage
- 9 Career Upgradation

MENTORING

It is a process of guiding and coaching the mentee for improving individual, group and organisational effectiveness.

In corporate world mentoring is considered as a method of HRD.

IMPORTANCE OF MENTORING

**1 AIDS IN DECISION MAKING
DEVELOPMENT**

2 BETTER COMMUNICATION

3 COMPETENCY

ORGANISATIONAL OBJECTIVES

4 DISCIPLINE

5 EFFICIENCY/PRODUCTIVITY

6 FACILITATES TEAMWORK

7 GOODWILL

9 CAREER PLANNING &

10 OPTIMUM USE OF RESOURCES

11

COUNSELLING

John Newstrom & Keith Davis , ‘counselling is discussion with an employee of a problem that usually has emotional content in order to help the employee cope it with better.’

Counselling helps to improve employee mental health and well being. Good mental health means that people feel good about themselves, right about other people, and are able to meet the challenges of life. Main objectives of counselling is to enable employee to develop self-confidence, understanding of self and others, self control and ability to work effectively.

FUNCTIONS OF COUNSELLING

1 ADVICE

2 REASSURANCE

3 COMMUNICATION

4 RELEASE OF EMOTIONAL TENSION

5 CLARIFIED THINKING

6 REORIENTATION

WHEN COUNSELLING IS REQUIRED AND BENEFITS

Career Problems

Performance Issues

Behavioural issues such as Absenteeism

Sleeping Deadlines

Family Problems

Lack of team spirit

Problems in adjusting with organisation's culture

BENEFITS OF COUNSELLING

Improvement in employees productivity

Positive work behaviour

Enhance quality of decision-making

Innovation & Creativity

Encourages employee to search for alternate solutions to problems

Improves superior-subordinate relationships

TECHNIQUES OF COUNSELLING

- A) DIRECTIVE COUNSELLING**
- B) NON-DIRECTIVE COUNSELLING**
- C) PARTICIPATIVE COUNSELLING**
- D) SUB-TECHNIQUES:**

1 MANAGING RESISTANCES

2 ACTIVE LISTENING

3 RELAXATION EXERCISE

4 IMPROVING COUNSELE'S PERCEPTION

5 ASKING QUESTIONS

6 PARAPHRASING SKILLS

7 SHOWING INTEREST & ATTENTION

