I Questionnaire on HRD Practices.

A) GENERAL PROFILE OF THE ORGANIZATION

1. How old is your organization? (years).
   - 0-5
   - 6-10
   - 11-15
   - 16-20
   - 21-25
   - 26-30
   - 30-above

2. What is the nature of your industry?
   - Steel, Electrical Products, Engine & Automotive,
   - Pharmaceutical, Electronics, General Engineering,
   - Cloth or Any other:

3. What is/are your product(s)?
   - In survey year,

4. Where is your Head Office?

5. Are you collaborating with any foreign organisation?
   - Yes/No

6. What is your employees strength?
   - Managers:
   - Supervisors:
   - Workers:

7. Salary structure-category-wise

8. Fringe Benefits (Give list)
9. Who estimates manpower requirements of your organisation?
   Planning Department, Personnel Department, External Agency, Departmental In-charge, or Any other.

10. Which factors determine the manpower requirements?
    Work-study Planned Productivity estimation, Statistical Methods; Superannuation-cum-replacement charts, Opinions of managers or heads of department.

11. When the analysis of manpower resources is done
    Continuously Periodically - Quarterly, Half yearly, Yearly, any other, as and when needed.

12. Which are the factors considered for manpower forecasting?
    a) Corporate business plan,
    b) Change in technology,
    c) Trends in productivity,
    d) Any other.
    Tick the proper one a, ab, abc, ac, bc, b, c.

13. Which are the sources of manpower supply used?
    Internal sources, External sources, Internal & External sources.

14. Which internal sources are used in your organization, Internal advertisement, Promotion, Transfer from other units or departments, Any other.

15. Which external sources are used?
    Employment exchange, Open advertisement in newspaper, campus recruitment, on deputation, Ex-servicemen agencies, Any other method.
16. Do you have a policy to transfer your personnel from one unit to another unit? Yes/No

C) RECRUITMENT & SELECTION

17. Do you have the common method of selection for all categories of employees? Yes/No

18. In the selection process, are the internal candidates preferred? Yes/No

19. What are the abilities tested in the selection process? Subject knowledge, Work experience, Physical abilities (including medical etc.), Psychological aptitudes.

20. Is the probation period before confirmation same for all categories of employees? Yes/No

21. Which factors do you consider for regularizing the new recruits? Completion of probation period, Satisfactory performance during the probationary period, Any other factor.

22. Do you get the verification of character of the candidate before the appointment as per Government regulation? Yes/No

D) PLACEMENT & INDUCTION TRAINING

23. Which is the method used for placement of selected candidates? Differential placement, Single job placement, Job training.

24. Do you offer formal / informal training to new entrants? Yes/No
25. What is the duration of such training programmes? 
   Months ( ), Weeks ( ), Days ( ).
26. What are the objectives of different induction training?
   Introduction to the organization, Teach business ethics and sense of mission, Reflection on the ideals & the objectives of the organization, Initiate specific job training, Any other.
27. Have you arrange any follow-up study to measure the effectiveness of induction training? Yes / No
28. To whom do you have induction training?
   a) All employees b) Particular type of employees.
29. How do you prepare your employees for the technological changes in your industry?
   On-the-job Training, In-house training programme, Specialized training with external agencies, Send abroad for training, Any other.

E) HUMAN RESOURCES INFORMATION
30. Do you have Human Resource Information? Yes / No
   If yes, what are the contents of Human Resources Information.
   Personnel bio-data, Training programmes attended, Performance records, Potential appraisal, Accomplishments, Any other.
31. When is the information updated?
   Continuously, Once in a year, When ever required.
32. The Human Resources Information is used for Increments Consideration for special projects, Training requirements, Higher level job, Transfers,
F) PERFORMANCE APPRAISAL

33. How the company's policy of appraisal is stated?
   (in manual, circular or elsewhere in writing)

34. Do you have a formal appraisal system? Yes/ No.

35. Who is responsible for initiating and ensuring the administration of performance appraisal?
   Immediate supervisor, The next level of superior along with, immediate superior, Personnel Department, PA Committee, Any one else.

36. What type of performance Appraisal system is used in your organization
    Common for all levels of employees, Different for different level of employees.

37. What is the periodicity of personnel Appraisal?
    Thrice a year, Once in a year, Any other periodicity

38. While doing appraisal does your company examine qualitative characteristics / quantitative characteristics or traits or both.

39. What is the nature of performance appraisal system used?
    Confidential, Semi-confidential, Open.

40. What are the purposes of performance appraisal system
    Promotion, Salary Decisions, Transfer, Demotion, Job enrichment.

41. Does the performance Appraisal system provides opportunities for self appraisal to the appraisees?
    Yes / No
42. Are employees allowed to raise questions regarding their evaluation? Yes / No

43. With whom can they raise it?
   Immediate supervisor, Personnel Department, PA Committee, Anyone else

44. Does the superior holding the review have the authority to revise the earlier decision? Yes / No

45. What action is taken on unfavorable appraisal reports?
   Issue of warning notice, Withhold of annual increment, suitable training, Any other action.

46. Do you have training to develop evaluation/appraisal skills of personnel responsible for filling Appraisal forms. Yes / No

47. The extent to which are you satisfied with the present Personnel Appraisal system of your organisation.
   Highly satisfied, Satisfied, Dissatisfied, Highly dissatisfied.

6) CAREER DEVELOPMENT TRAINING

48. Do you have a separate training department?
   Yes / No
   If yes, please indicate.

49. The designation of the person in-charge of separate training department

50. If you do not have separate training department, please indicate who is in-charge of training?

51. What other functions does the training in-charge performs?
52. How much did you spend on training during the last accounting year? Rs.

53. Who decide the training budget?
   Chief executives, A team of top managers, Training in-charge alone, Training in-charge in consultation with chief executives, Any other.

54. Which training techniques are used for in-company training programmes
   Straight lectures, Lecture cum discussions, Role play, Close video recording circuit, Educational films, Case method, Simulation techniques, Computer games, Group exercises, Sensitivity training, Seminars, Syndicate method, Presentations only, Plant visits, Any other.

55. What kind of training facilities do you have?
   Library, class room, Residential facilities, Audio-visual equipment, Trainers on the permanent payroll, Any other.

Did you sponsor employees to training programmes abroad? Yes / No

56. Sources used to identify training needs of your employees
   Performance appraisal reports, Potential appraisal report, Performance review meetings, Managers opinion, Surveys of the training needs, External consultants opinion, Any other.

57. Do you have assessment of training programme? Yes / No

58. For what purpose the feedback reports are used
   In deciding whether to repeat the programme, To
change the duration of the programme, To modify contents, To drop the programme, To change the faculty.

H) CAREER PLANNING

59. Are the long range plans of the organization made known to the employees? Yes / No

60. What career planning opportunities are afford to the employees?

- Sponsering for higher educational programmes,
- Training abroad,
- Coaching classes for professional courses,
- Grant of study leave,
- Preference for internal candidates for new projects.

61. How do you reward your employees

- Additional increments,
- Monetary incentives,
- Promotion,
- Letter of appreciation.
1) The top management of this organisation goes out of its way to make sure that employees enjoy their work.

2) The top management believes that human resource are an extremely important resource and that they have to be treated more humanly.

3) Development of the subordinates is seen as an important part of their job by the manager/officers here.

4) The personnel policies in this organisation facilitate employee development.

5) The top management is willing to invest a considerable part of their time and other resources to ensure the development of employees.

6) Senior officers/executives in this organisation take active interest in their juniors and help them learn their job.

7) People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.

8) Managers in this organisation believe that employee behaviour
can be changed and people can be developed at any stage of their life.

9) People in this organisation are very helpful to each other.

10) Employees in this organisation are very informal and do not hesitate to discuss their personal problems with their supervisors.

11) The psychological climate in this organisation is very conducive for any employee interested in developing himself by acquiring new knowledge and skills.

12) Seniors guide their juniors and prepare them for future responsibilities/roles they are likely to take up.

13) The top management of this organisation makes efforts to identify and utilise the potential of the employees.

14) Promotion decisions are based on the suitability of the promotees rather than on favoritism.

15) There are mechanisms in this organisation to reward any good work done or any contribution made by the employees.
16) When an employee does good work,
his supervising officers take
special care to appreciate it.

17) Performance appraisal reports in
our organisation are based on
objective assessment and adequate
information and not on favoritism.

18) People in this organisation do not
have any fixed mental impressions
about each other.

19) Employees are encouraged to
experiment with new methods and
try out creative ideas.

20) When any employee makes a mistake,
his supervisors treat it with
understanding and help him to learn
from such mistakes rather than
punishing him or discouraging them.

21 Weaknesses of employees are
communicated to them in a non-
threatening way.

22) When behaviour feedback is given
to employees they take it seri­
ously and use it for development.

23) Employees in this organisation
take pains to find out their
strengths and weaknesses from
their supervising officers or
colleagues.
24) When employees are sponsored for training, they take it seriously and try to learn from the programmes they attend.

25) Employees returning from training programmes are given opportunities to try out what they have learnt.

26) Employees are sponsored for training programmes on the basis of genuine training needs.

27) People trust each other in this organisation.

28) Employees are not afraid to express or discuss their feeling with their superiors.

29) Employees are not afraid to express or discuss their feeling with their subordinates.

30) Employees are encouraged to take initiative and do things on their own without having to wait for instructions from supervisors.

31) Delegation of authority to encourage juniors to develop handling higher responsibilities is quite common in this organisation.

32) When seniors delegate authority to juniors, the juniors use it as an opportunity for development.
33) Team spirit is of high order in this organisation.
34) When problems arise people discuss these problems openly and try to solve them rather than keep accusing each other behind the back.
35) Career opportunities are pointed out to juniors by seniors by senior officers in the organisation.
36) The organization's future plans are made known to the managerial staff to help them develop their juniors and prepare them for future.
37) This organisation ensures employee welfare to such an extent that the employees can save a lot their mental energy for work purposes.
38) Job-rotation in this organisation facilitates employees development.