CHAPTER II

CONCEPTUAL DEVELOPMENT OF HUMAN RESOURCE DEVELOPMENT (HRD)

2.1 INTRODUCTION.
2.2 DEFINITIONS.
2.3 IMPORTANCE OF HUMAN RESOURCES.
2.4 SIGNIFICANCE OF HRD.
2.5 HRD DEPARTMENT AND ITS OBJECTIVE.
2.6 INTER DEPENDENCE OF HRD.
2.7 PERSONNEL FUNCTION OF HRD.
2.8 PRE-REQUISITES FOR A SUCCESSFUL HRD.
2.9 HRD AS A SYSTEM OR PROCESS MECHANISM.
2.10 FUNCTIONS OF HRD.
2.11 HUMAN RESOURCE INSTRUMENTS OF HRD.
2.1 INTRODUCTION

"People" is the most important and valuable resource in every organization or institution in the form of its employees. Dynamic people can build dynamic organization. Effective employees can contribute to the effectiveness of the organization. Competent and motivated people can make things happen and enable an organization / institution to achieve its goals. Therefore, organizations should continuously ensure that the dynamism, competency, motivation and effectiveness of the employees remain at high levels. Human Resource Development is thus a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way.

In recent times many new approaches to the study of human element in organizations have emerged. People are viewed as the most valuable resource of an organization. A number of conclusions based on researches, studies & experiences suggest ways to treating people & motivating them for higher performance, the role of leadership, the investment in training & development, the choice of staff development system, the functioning of organizations, the relations between individuals & groups and organizational development. These conclusions linked with advances in the behavioral sciences have enlarged. The traditional concept of personnel administration & management has given birth to
what is now termed as "Human Resource Management and Development". The concept includes the traditional areas of personnel management & newer emerging themes, especially from behavioral science. Viewed thus, it covers policies & practices related to human resource audit, human resource planning, recruitment, motivation & remuneration, job analysis, evaluation & classification, human resource development including training & development, career planning, performance appraisal, organizational development.

2.2 DEFINITION

"Human Resources Development" is that phase of management which deals with the effective control and use of manpower or human resources as distinguish from other sources of power."

The management of human resources is viewed as a system in which participants seeks to attain both individual and group goals.

Human resources are the sum total of all the talents, skills, creative abilities, knowledge and aptitudes of an organization's work force, as well as the values attitudes and benefits of each person involved. Human resource development is a term which is increasingly being used instead of personnel management. Whereas personnel management used to involve handling of the personnel as efficiently as possible, human resource development (HRD) focuses on managing as well as developing the personnel. The emphasis is on recognizing the importance of better human relations and developing them rather than treating employees as salaried machines. Hence, HRD can be defined as the
management and development of the work force or human resources of organization.

"The field of management which has to do with planning, organising, directing and controlling various operative function of procuring, developing, maintaining and utilizing a labour force such that the objective for which the company established are attained economically and effectively, objectives of all levels of personnel are served to highest possible degree, and the objectives of the community are duly considered and survey" - Prof Jucius.

"Human Resource Development is a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way."

"The process of determining manpower requirements and the means for meeting these requirements in order to carry out the integrated plan of the organization." - Coleman.

Human Resource Development is the personnel function or administration. Personnel administration has been regarded as a code which deals with the ways of organising the human resources in such a way that their potentialities are best utilised bringing them satisfaction & efficiency in their work & helping the organisation in attaining its objectives, with a minimum cost, in a competitive market.

"Human Resource Development (HRD) is the planning, organising, directing & controlling of the procurement, development, compensation, integration, maintenance & separation of human resources to the end that individual, organisational & societal objectives are accomplished." Edward flippo. This definition is a comprehensive one &
covers both the management functions & the operative functions of HRD.

"Human Resource or manpower Planning as, strategy for the acquisition, utilization, improvement and the preservation of an enterprises human resource it relates to establishing job specification or the quantitative requirement of job determining the number of personnel required and development source of manpower." - Stainer.

Thus HRD is a process by which the employees of organization helped in a continuous & planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future role, development their general capabilities as individual & discover & exploit their inner potential for their own and organizational development, and development an organizational culture in which superior subordinate relationships, team work & collaboration among sub-units are strong & contributed to the potential well-being, motivation & pride of employees.

HRD emphasizes the need to treat people as a key resource, the management as part of the strategic planning processes of the enterprise. There is comparatively more stress on communication of organizational missions, strategies, core values & involvement of people.

2.3. IMPORTANCE OF HUMAN RESOURCE

"Manpower" or "Human Resource" may be thought of as the total knowledge. Skills, creative abilities, talents & aptitudes of an organization's work force, as well as the values, attitudes and benefits of an individual involved. It
is the sum total of inherent abilities, acquired knowledge and skills represented by the talents & aptitudes of the employed persons. Of all the "Ms" in management (i.e. the management of material, machines, methods, money, motive power) the most important is "M" for men or human resources. It is the most valuable asset of an organization, & not the money or physical equipment. It is in fact an important economic resource, covering all human resources, organised or unorganised, employed or capable of employment, working at all levels - supervisors, executives, Govt. employees "blue" & "white" collar workers managerial, scientific, engineering, technical, skilled or unskilled persons, who are employed in creating, designing, development, managing & operating productive & service enterprises, and other economic activities. Human resources are utilised to the maximum possible extent in order to achieve individual & organizational goals. In organizations performance & resulting productivity are directly proportional to the quantity & quality of it's human resources.

The importance of human resource management & development (HRD) is increasingly being appreciated. Coping with changes in the environment, rising expectations of employees, new development in technology and management systems have necessitated increased emphasis on HRD. In most organisations problems of getting competent personnel retaining them, keeping them motivated & helping them continuously grow and contribute their best to the organisations are viewed as critical issues.
2.4. SIGNIFICANCE OF HUMAN RESOURCE DEVELOPMENT (HRD)

HRD practices are significant in a social and professional sense for personnel and for individual enterprises as well. The social significance of HRD practices is felt by way of enhancement of dignity by the personnel by satisfying their social needs. Professional significance is created when a challenging and healthy work environment is provided which promotes teamwork. This way an employee gets satisfaction from the job as well. HRD helps an organisation accomplish its goals by motivating the employees and creating the right attitude towards work and utilising and developing the available human resources by proper placement and training. The significance of HRD can be narrated as follows:

a) Social Significance: Proper management and development of personnel, enhances their dignity by satisfying their social needs. This is done by:

i) Maintaining a balance between the jobs available and the jobseekers, according to the qualifications & needs.

ii) Providing suitable and most productive employment which might bring them psychological satisfaction.

iii) Making maximum utilisation of the resource in an effective manner and paying the employee a reasonable compensation in proportion to the contribution made by him.

iv) Eliminating waste or improper use of human resource, through conservation of their normal energy and health.

v) By helping people make their own decisions, that are in their interest.
b) Professional significance: By providing a healthy working environment, it promotes teamwork among employees. This is done by:

1. Maintaining the dignity of the employee as a human being.
2. Providing maximum opportunities for personnel development.
3. Ensuring healthy relationships among different work groups so work is effectively performed.
4. Improving employee working skills and adaptability.
5. Correcting errors of wrong position and paper reallocation work.

C) Significance for individual enterprises:

- Human resource development can help the organisation in accomplishing its goals by way of:
  1. Creating a right attitude among employees through effective motivation.
  2. Utilising effectively the available human resources. Securing willing co-operation of the employees for achieving goals of the enterprise and fulfilling their own social and other psychological needs and recognition, love, affection, belongingness, esteem and self-actualisation.

2.5) HUMAN RESOURCE DEVELOPMENT DEPARTMENT AND ITS OBJECTIVES

There are various objectives of the HRD departments narrated below:

1. Development of HR philosophy for the entire organisation and get the top management committed to it openly and consistently:

   The HRD department needs to help the top management articulate their HR philosophy and values and emphasise the same at all times in the organisation. In
those cases where the top management doesn’t have such a philosophy the HRD department need work on the top management, have the dialogue with them, and influence them in a variety of ways so that an HR philosophy is evolved and identified.

ii) To keep inspiring the line managers to have a constant desire to learn and develop. This is the most important and difficult role to perform. There is no easy way of doing it. Setting personal example become an important pre-requisite to inspire others. Those whom an the HRD department should demonstrate their own learning capabilities by constantly experimenting, communicating, visiting (their line manager and other organisation) reading, networking, dialoguing & changing.

The HRD department can facilitate that by creating, learning, networks and learning space for line managers for example by making line manager from different departments visit each other and share about their style, methods, problem solving, approaches, conflict, resolution approaches etc., learning among them can be facilitated. HRD department could establish such networks within their organisation between departments or between divisions.

A constant dialoguing among the HRD staff or with others may help. The HRD departments itself should keep demonstrating it change process by periodically reviewing and reorganizing itself.

iii) Constantly plan and design new methods and systems of developing and strengthening the HRD climate. Designing
performance appraisal systems, introducing job rotation, feedback and counseling mechanisms, training systems, career development exercises, team building exercises are parts of the HRD department role. They should constantly keep planning these and introducing changes in them.

iv) Be aware of the business or social or other goals of the organizations and direct all their all their HRD effort to achieve these goals. HRD can be treated both as a means as well as an end. They believe that it is their responsibility to create a learning environment in the organization. They believe that this is as important as production and profit. HRD is a means to achieve increased productivity & profits. In both the service & public sector organization HRD is normally and independent goal as these organisation have social objectives. HRD Departments will so well if they direct some of their planned efforts to be congruent with an organisation primary goal. These provides the right context for learning. Therefore, an HRD Department should constantly involve itself to understand business goals or organisation.

v) Monitor effectively the performance implementation of various HRD subsystems or mechanism. Whenever an HRD mechanism or sub-system is introduced to ensure employee development and climate creation, its implementation needs to be carefully monitored until the system gets stabilized. A very important function of the HRD Department is to monitor the implementation.
Such monitoring may involve designing instruments like survey questioners, collecting feedback, organisation review workshops, constituting task forces, conducting organisation programmes etc. This is a very important function of the HRD department.

vi) Work with unions as associations and inspire them. HRD should be concern of the unions and associations and such other employees organisation as HRD aims at employee development, job satisfaction good quality at work life, organisational health and thereby employees health and well-being. In organisation where the level of trust and understanding between top management and employee organisation is low, the HRD efforts may be looked upon with suspicion by the representatives of a employee organisation and some employees. An important function of HRD Department is to inspire the representative to take up on HRD role themselves and create conditions for the success of their efforts. The HRD Departments is not only a departments of the top management but also of the employees.

vii) Conduct Human Process Research, Organisational Health, Surveys and renewal exercises periodically. This is an excellent way to keep diagnosing the learning environment, vitality and dynamism of the organisation and taking corrective actions. Every organisation require new spirit to be poured into it periodically. Judging the time the nature of the spirit require an initiating the process or renewal is an important task of the HRD departments.
viii) Influence Personnel policies by providing necessary inputs to the personnel department or top management. Personnel policies play an important role in creating a learning climate and ensuring organisational health. HRD staff keep getting a lot of inputs from employees about factors affecting their motivation and work effort. The HRD department provide these inputs to the personnel department and help them evolve appropriate policies.

In order to perform these functions and tasks well, the HRD department need to be manned by people with certain types of spirit and competencies. The personnel function also should be structured appropriately. The American Management Association has summarised the objectives of HRD as follows.

i) To achieve an effective utilization of human resources in the achievement of organisational goals.

ii) To establish & maintain an adequate organisational structure & a desirable working relationship among all the members of an organisation by dividing of organisation tasks into functions, positions, jobs & by defining clearly the responsibility, accountability, authority for each job.

iii) To secure the integration of the individuals & groups with an organisation, by reconciling individual / group with those of an organisation in such a manner that the employees feel a sense of involvement, commitment & loyalty towards it.
iv) To generate maximum Human development within an organisation by offering opportunities for advancement of employees through training & job education.

v) To recognize & satisfy individual needs & group goals by offering an adequate & equitable remuneration, economic & social security in the form of monetary compensation & protection against such hazards of life as illness, low age death etc. So that the employees may work willingly & cooperate to achieve organisation goals.

vi) To maintain a high morale & better human relation inside an organisation by sustaining & improving the conditions which have been established so that employees may stick to their jobs for a longer period.

2.6. INTER DEPENDENCE OF HRD.

The HRD Department has high interdependencies with the personnel department. Personnel policies affect to a great extent the motivation and development of employees as well as organisational health. Therefore, the HRD staff should closely work with the personnel staff and influence personnel policies. Some chief executives prefer HRD staff to actively participate and formulate personnel policies. The training function should be a part of the HRD. Similarly all organisation development activities should be a part of HRD. The personnel department may keep sharing with HRD their concerns, manpower plans, recruitment processes, personnel policy changes etc. to help HRD contribute to these.

The HRD Department also should have links with corporate planning Departments and strategies planning groups to get to know periodically the company plans and strategies for
further so that the HRD efforts can be geared in this
direction. The corporate planning activity should take the
HRD functionaries as members of task forces or groups while
working out corporate plans.

The HRD department may also work in close collaboration
with the industrial Engineering, organisation and management
department which can contribute a great deal in strengthening
the HRD systems. The industrial engineering and organisation
and management departments deal with issues like job -
evaluation, structuring, work methods etc., which affect
employees. These departments can provide useful inputs to the
HRD departments in their work and in turn may get help from
HRD management systems departments can contribute to systems
development like Human Resource information system, etc.

2.7. PERSONNEL FUNCTION & HRD

Normally, personnel function is seen as an independent
function. HRD is seen as a sub-system of large system. The
personnel function (PF) takes letters as a proactive
approach. PF is service function providing the service as &
when demanded. HRD development the capabilities of the
organisation to deal with the problems. The traditional PF
trends itself as the exclusive responsibilities of the
personnel department, while HRD regards itself as the
concern of all the people including the line persons, HRD
goes much beyond the PF which is usually confined to salary
& job administration.

The main emphasis in PF is the contribution by
personnel to the maximum due to changing values emphasis has
shifted to trust openness, explorations etc., which are
looked after by HRD.
<table>
<thead>
<tr>
<th>PERSONNEL FUNCTION</th>
<th>HUMAN RESOURCE SYSTEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>PF is an independent function.</td>
<td>HRD is a sub-system of a large organisation.</td>
</tr>
<tr>
<td>There are several sub-function under PF.</td>
<td>HRD is an organize whole all the parts are inter link.</td>
</tr>
<tr>
<td>The main task of PF is to respond effectively to the demand, coping role. i.e. proactive role.</td>
<td>The main task of HRD is to develop enabling capabilities.</td>
</tr>
<tr>
<td>PF has the main responsibility for personnel matter.</td>
<td>All management have the responsibility of H. R. Management</td>
</tr>
<tr>
<td>The main responsibility of PF relate to salary, job admin &amp; management of people and their development.</td>
<td>The responsibility of HRD is on developing people &amp; their competencies.</td>
</tr>
<tr>
<td>The major attention of PF is on personnel administration or management.</td>
<td>The major attention of HRD is on development people &amp; their competencies.</td>
</tr>
<tr>
<td>Personnel system &amp; procedure should be design to achieve maximum efficiency.</td>
<td>HRD &amp; procedures should be designed in the basis of process values to reduce Human wastage.</td>
</tr>
<tr>
<td>People in an organisation are motivated mainly by salary &amp; rewards.</td>
<td>People are primarily motivated by challenges &amp; opportunities for development &amp; creativity.</td>
</tr>
</tbody>
</table>
2.8. **PREREQUISITES FOR A SUCCESSFUL HRD.**

It is observed that a successful HRD practice is possible. The needs prerequisites are as given below.

i) **Top Level Commitment:**

Top executives need to devote considerable time for HRD. The subordinates will be observing as to how the top management is reacting to HRD. If they observe that due to some reasons enough wattage is not given to HRD. They too would withdraw from the activity.

ii) **Plans for Utilizing Manpower Skills:**

As a result of HRD, new skill will develop and employees development will be possible. If the employee finds that he can not use his new knowledge, he may feel frustrated and he may resign and join some other organisation, therefore, there must be planning of utilising manpower skills.

iii) **Conditions for Growth & Development:**

The management must ensure to create conditions for the growth & development of its employees along with the development of the organisation.

iv) **Investment in Programmes:**

The management has to invest time, finance & energy to make organisational role a source of learning & enjoyment.

v) **Openness & Trust:**

There should be a reasonable good degree of openness & trust in the organisation & preparedness on the part of the top management to create more openness, trust and mutuality among employees.
2.9. HRD AS A SYSTEM OR PROCESS MECHANISM

The sub-systems of human resource development (HRD) can be explained as follows.

A) Manpower Planning.
B) Recruitment & Selection Process.
C) Psychological Testing, Interviews, Placement & Induction, Training.
D) Job changes.
E) Employee Training.
F) Career Development.
G) Performance Appraisal.
H) Career Planning.

A) Manpower Planning:

Of all the 'M' 5 of mgt (i.e. Mgt of materials, machines, methods, money motive power) the most important is 'M' for men or human resources. Human resource planning is the process any which a management determines how an organisation should move from its current manpower position to its desired manpower position. Human resource planning consists of a series of activities viz.

a) Forecasting future manpower requirements.
b) Making an inventory of present manpower resources.
c) Anticipating manpower problems.
d) Planning the necessary programmes of requirement, selection, training, development, utilization, transfer, promotion & compensation to ensure that future manpower requirements are properly met.

The objective of human resource planning is to maintain & improve the organisation's ability to achieve its
goal by developing strategies that will result in optimum contribution of human resource. Human resource planning is the responsibility of both the line & the staff manager. The line manager is expected to report about manpower utilization in the present & the past.

In Human resource planning, after having decided, how many persons would be needed, it is necessary to prepare a job analysis, which records details of training, skills qualification, abilities, experience & responsibilities etc. which are needed for a job. Development of human resource plan consists in finding out the sources of labour supply. Forecasting of human resource is of two types.

1) Short term forecasting / planning process.
2) long - term forecasting / planning process.

A job may be defined as a "collection of tasks, duties & responsibilities which as a whole is regarded as a regular assignment to individual employees. Job analysis is a procedure by which pertinent information is obtained about a job. Job description is a written record of the duties, responsibilities & requirements of a particular job. Job specification is a standard of personnel & designates the qualities required for an acceptable performance.

B) Requirement & Selection Process :

Recruitment forms the first stage in the process which continues with selection & ceases with the placement of the candidate. Recruiting makes it possible to acquire the number & types of people necessary to ensure the continued operation of the organisation. According to your, "Recruitment is a process to discover the sources of
manpower to meet the requirements of the staffing schedule & to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force."

These are two broad categories of manpower supply, i.e. Internal & External. Internal sources to recruitment means the recruitment of personnel within i.e. through promotion. External sources of manpower supply are:


Be selection, we mean a process by which the qualified personnel can be chosen from the applicants who have offered their services to the organisation for employment. The following steps can be taken by the organisation in selecting the personnel.

a) Preliminary interview.

b) Application Blank to have a record of information regarding identification such as sex, height, weight, age, education, extra-curricular activities etc.

c) Employment tests such as (a) technical tests & (b) psychological tests. (Psychological tests include aptitude test, intelligence test, interest test, knowledge tests, personality test etc.).

d) Employment Interviews.

e) Reference Check.

f) Medical Examination.

g) Final Selection.
C) Psychological testing, Interviews, & Placement & Induction:

Interview means a conversation between the interviewer & interviewee. By taking interviews, selection of suitable candidates is possible. Following are some methods of interviews:

1. Patterned Interview - This is generally based on the questions set in advance alone with their answers.
2. Directed Interview - It is straightforward face to face interview based on job duties.
3. Non directed Interview - It is unplanned and the interviewee is allowed to talk about himself in detail. The main purpose of this is to find out the feelings desires of the candidate.
4. Group Interview -
5. Brand Interview - In this method, a candidate is screened by the group of interviewers.

Test is a recently developed technique for selecting a candidate for employment. Trade tests are designed to measure the proficiency and skill of the trade already acquired by the candidate through training or experience. Psychological tests include -

i) Intelligence tests - This test is designed to access the individual potential capacity for learning, understanding, reasoning and judgment.

ii) Aptitude tests -

iii) Interest tests - It access the interest of candidate to perform a given job.

iv) Personality tests - It indicates the basic
tempranment of the candidate to get work done.

Placement means offering of the jobs to the finally selected candidate. It is the duty of the HRD department, that right person should be placed on the right job. Job should be offered to the man according to qualifications of person.

Induction: The problem of induction relates to the introduction of the new employee to the fellow workers and the organisation. A good induction programme has three elements.

i) Introductory information
ii) On job information
iii) Follow up interviews. The objectives of induction programme are:

1) Promotion of loyalty and belongingness among new comers.
2) Coordination between organisation goals and personnel goals.
3) To create confidence.
4) Sense of security.

D) JOB CHANGES - Promotion, Transfer and demotions.

As soon as employee is selected and placed on a job, it becomes the duty of the HRD department to develop his capabilities, skills and efficiency so that he may prove himself as asset to the organisation. Job change include Promotion, Transfer and demotions suspension etc. Promotion involves movement of a person to a position carrying higher status more pay, increased responsibilities, increased benefits etc. Human resource development in every organisation is responsible for the department of a sound promotion policy. Promotion is the line authority. HRD department advise and assist the line executive in
designing and developing a promotion policy to insure better industrial relations. HRD department provides for the communication of promotion policy and advantages in it to the person concerned. Seniority and merits are two formal bases of promotion.

Transfer means the movement of an employee from one job to another or from one department to another without involving any substantial change in his status, duties, responsibilities and compensation. There are sectional transfers, departmental transfers. Transfer is used as a technique in training programmes.

Sometimes, demotion may result due to following causes
i) Mistake in staffing ii) If employee is not performing well on the job. iii) Organisational staff reduction i.e. Closing down of plant, etc.

E) Employee Training

All types of jobs require some type of training for their efficient performance and therefore all employees new and old should be trained or retrained. Edwin B Flippo defines "Training is the act of increasing the knowledge and skill of an employee for doing a particular job."

Various methods of training are given here under.

i) On-the-job Training it is imparted on the job under original working conditions. It can be given in one of the following ways.
   a) Training by supervisor
   b) Understudy system
   c) Position rotation from one job to the another

2) Class Room method - It develops concepts, attitudes,
theories and problem solving abilities in any of the following ways a> Formal lecture b> Conference and seminars c> Case study d> Role playing

3) Apprenticeship Training

Training is must for industrial workers because: 1> It increase productivity 2> Better and economical use of materials and equipments by trained employees 3> Supervision and direction costs are reduced 4> It heightens morale of the trained employee 5> Organisational stability and flexibility are increased 6> Standardisation of methods becomes possible.

F) Executive Development:

Beside the training for employees, the executive development is a planned, systematic and continuous process of learning as to induce behavioral change in individuals.

The following steps may be taken in planning the executive development programme.

1> Ascertaining development needs taking into consideration the anticipated change in production methods, industrial development of the country and size of the organisation.

2> To make appraisal of the present management talent.

An inventory of management Manpower should be prepared.

3> Establishment of training and development programme.

Importance of executive development.

Executive development has gained popularity since world war II because of the following facts. 1> Shortage of trained managers 2> Complexity of management jobs. 3> Technological and social changes such as automation, computers, government control.
Therefore main objective of executive development is to impart basic knowledge skills to new entrants and to assist the employee to function more effectively.

Executive development is done by the methods like job rotation, special projects and task force, committee assignment, special courses, case study, conference etc.

G) Performance Appraisal:

The technique of appraising the man by superiors or other is known as performance appraisal or merit rating. This has been evolved to know the relative worth of the employee quantitatively.

The two terms 'Job evaluation' and 'Merit rating' may be distinguished on the following methods.

i) Job evaluation evaluates the job and Merit rating the job holder.

ii) Job evaluation is made before selection procedure starts but merit rating is made after the placement of worker on the job.

iii) Job evaluation determines the relative worth of the job while merit rating appraises relative performance appraisal are given as below -

1> Straight ranking method - Under this method means as a whole are compared from one men and ranked on the basis of their overall performance.

2> Man-to-man comparison - Under this method, certain factors are selected and scale is designed for each other. Every man is fitted in the scale and ranked for each factors.

3> Grading method - Performance of each employee is
compared with the grade definition and ranked for each other.

4> Check list method - Employees performance is rated under this method by the HRD department on the basis of questionnaire prepared by the ratter.

5> Descriptive evaluation method - Under this method, a complete descriptive evaluating report containing description of his personality, behaviour, quality & work etc. is prepared.

6> Group appraisal - Under this method, a group raters generally supervisors who know that fellow evaluates his performance.

7> Field review method - A man from HRD department collects facts regarding each of the employees from his supervisor & report is sent to his supervisor for approval.

The objectives of performance appraisal can be classified into two categories -

1. Administrative purposes
2. Self - improvement

Administrative purposes may by summarised as follows

i) Promotion of the employees on the basis of appraisal

ii) Various job changes such as demotion, transfers, etc.

iii) Wages & salaries may be fixed on the basis of performance appraisal.

iv) For designing training & development programme.

Self improvement - The person may improve himself as the performance appraisal brings out deficiencies & shortcoming.

The technique of evaluating the worth of the
managerial personnel is known as managerial performance appraisal. The method adopted for evaluating this is known as goal setting approach!

H) Career Planning

Human Resources Planning is deemed necessary for all organisations for one or the other of following reasons:

1> To carry on its work, each organisation needs personnel with the necessary qualifications, skills, knowledge, work experience & attitude for work. There are provided through effective manpower planning.

2> Since a large number of persons have to be replaced have grown old, or who retire, die or become incapacitated because of physical or mental ailments, there is a constant need for replacing such personnel. Otherwise, the work would suffer.

3> Human Resource planning is essential because of frequent labour turnover which is unavoidable & even beneficial because it arises from factors which are socially and economically sound such as voluntary quits, discharges, marriages, promotions, or factors such as seasonal and cyclical fluctuations in business which cause a constant ebb and flow in the work force in many organisations.

4> In order to meet the needs of expansion programmes which become necessary because of increase in the demand for goods and services by a growing population, a rising standard of living which calls for larger quantities of the same goods and services as also for new goods. The competitive position of a firm which brings it more business arising from improvements effected in the slump period and
the rate of growth of the organisation) human resources planning in unavoidable.

5> The nature of the present work force is relation to its changing needs also necessitates the recruitment of new labour. To meet the challenge of a new and changing technology and a new techniques of production, existing employees need to be trained or new blood injected in an organisation.

6> Manpower planning is also needed in order to identify areas of surplus personnel or areas in which there is a shortage of personnel. If there is a surplus, it can be redeployed, and if there is shortage, it may be made good.

2.10. **FUNCTIONS OF HRD**

A) Supportive Role

1) Strengthening Operating & Executive Levels:

The HRD should not become a rival to the operating functions generally, done by personnel department but should help them to manage their functions in a better way like wise the industrial relation matters be handed by line men who have to face the problems in every day life.

2) Consolidating Existing Strengths:

The HRD tries to find out that strengths exists in an organisation, consolidates & strength them every organisation has its own strengths even traditional organisation may have easy assessiblity which can be widen strength. Such strength should not be lost while formalizing organisation.

3) Role of System Development & Research:

The HRD is responsible for developing various systems which deal with people, their problems,
organisational dynamics and various related matters.

B) Managerial Role:

1) Planning for Future Manpower Needs:

The organisation needs various kinds of skills & competences & it is necessary to develop & manpower planning system to ensure that proper personnel are procured for the organisation. When they are required.

2) Getting the Best People Available:

The relates to procurement of & selection of people in the organisation.

3) Utilizing People Selected:

If people selected are not properly utilized it amounts to wastage & such persons can create problems.

This functions relates to functional policy.

4) Retaining : Motivating & Integrating People:

It is important that the good people who are selected remain in the organisation are properly motivated to give their best & that commitment to the organisation is high.

5) Assessing People for Their Contribution:

It is important to assess & identify merit in order to regard to reinforce it & make people to repeat it.

6) Planning Growth of People:

It relates to career growth & planning & promotional policies.

7) Developing Healthy Industrial Relations:

A healthy work climate is essential.

8) Job analysis & evaluations.

C) Role of Developing Competence:

1) Technical Competence:
People require necessary technical skills which contribute to their competence.

2) Managerial Competence:

All people who join the organisation in due course take some managerial roles.

3) Process Competence:

People have to face many conflicts, problems of commitment & co-operation. The competencies to deal with such problems are called process competence.

4) Helping Competencies:

People at various levels are required to help their subordinates in their work, it required.

5) Coping Competence:

People face frustration when they find that they can not advances beyond a certain stage in the organisation. They should have competence to cope with such problems.

D) Process Role:

1) Creating the Necessary Culture & Values in the Organisation:

A culture of trust openness, mutuality in the sense of establishing relationships, risk taking & goal setting process involving people at different levels is necessary. Enough attention should be paid to the process of whom arising in the organisation, treating people with respect & steps for their growth & development.

2) Diagnosis:

To identify the process problems & to undertake studies to locate hidden problems. In some department motivation may below, in others team work may be talking.
3) Intervention

To solve the process problems, it may be necessary to introduce intervention, helping the organisation, to choose from amongst several available interventions to meet a particular situations.

2.11. HUMAN RESOURCE INSTRUMENTS OF HRD

There are many instruments that can be used to facilitate HRD. These instruments may be called subsystems or methods or techniques or aids. Each instrument or subsystem focuses on some aspect of HRD. To have a comprehensive HRD many of these instruments may needed to be used simultaneously.

The methods outlined here are not exhaustive. Any systematic or formal way of facilitating competency, motivation and climate development could be considered an HRD instrument.

The most frequently used instruments are as follows.

1) Role analysis and development exercises.
2) Performance planning.
3) Performance analysis & review.
4) Performance concealing and interpersonal feedback.
5) Induction training.
6) Training.
7) Job rotation.
8) Potential appraisal and development.
9) Career Planning and development.
10) Self renewal and institution building.
11) Stress audit and stress management.
12) Organisation development exercises.
13) Personal growth laboratories and worker education programmes.
14) Quality circles.
15) Task forces.
16) Weekly and monthly meetings.
17) Managerial learning networks.
18) Other unconventional development exercises.