



HUMAN RESOURCE DEVELOPMENT

UNIT III: HRD ACTIVITIES



HRD ACTIVITIES

- Organization of HRD Activities
- Communication of HRD Efforts
- Determination of HRD Needs
- Designing of HRD Strategies
- HRD for Workers and Executives
- HRD Culture
- Appraisal of HRD Efforts

HRD ACTIVITIES

- Human Resource Development (HRD) is a series of organised activities, conducted within a specialised time and designed to produce positive behavioural changes.
- In reality, any activity is more than a single action. It requires a combination and integrated use of different thoughts, feelings and behaviours.
- An activity will require people to make efforts that show their personal, team, organizational and/or community commitment, whether it is displayed by setting up a procedure, following a process, creating new ground or drawing on past wisdom.

HRD ACTIVITIES

- HRD activity is diverse and widespread and includes many patterns of practices, efforts, interactions, requirements, responsibilities and responses. An activity can vary by level, by function and by time frame. HRD activities are
- An activity can vary by level, by function and by time frame.
- HRD activities are developed to deal with the learning and development needs of people in whatever area they are performing.

HRD ACTIVITIES

- All HRD activities whatever their level, function or time frame have at least two things in common.
- First, HRD activities are all directed towards learning and change even though there is tremendous variety in what is learned or what might be changed. HRD activities should also comprise a disciplined effort to produce important change and learning that are shaping and guiding what and why an organization is doing.
- Second, HRD activities are directed at people, either individuals or groups of different size ranging from small teams to national and global audiences

HRD ACTIVITIES

- Activities can be coherent and consistent across levels; functions and time or they can be tailored to fit an almost infinite variety of contexts.
- Different contexts may differ by level, function and time frame.
- In the attempt of HRD to be outcome focused, HRD is increasingly becoming more concerned with learning results and competency enhancement.

ORGANIZATION OF HRD ACTIVITIES

1. Determining targets
2. Determining actions
3. Coordination of actions
4. Distribution of duties and responsibilities
5. Assignment of authority
6. Organizing actions

COMMUNICATION OF HRD EFFORTS

- What are HRD efforts?
- Why is it important to communicate HRD efforts?
- To whom you should communicate HRD efforts?
- How can you communicate HRD efforts?

DETERMINATION OF HRD NEEDS/ NEED ASSESSMENT

- Need Assessment:

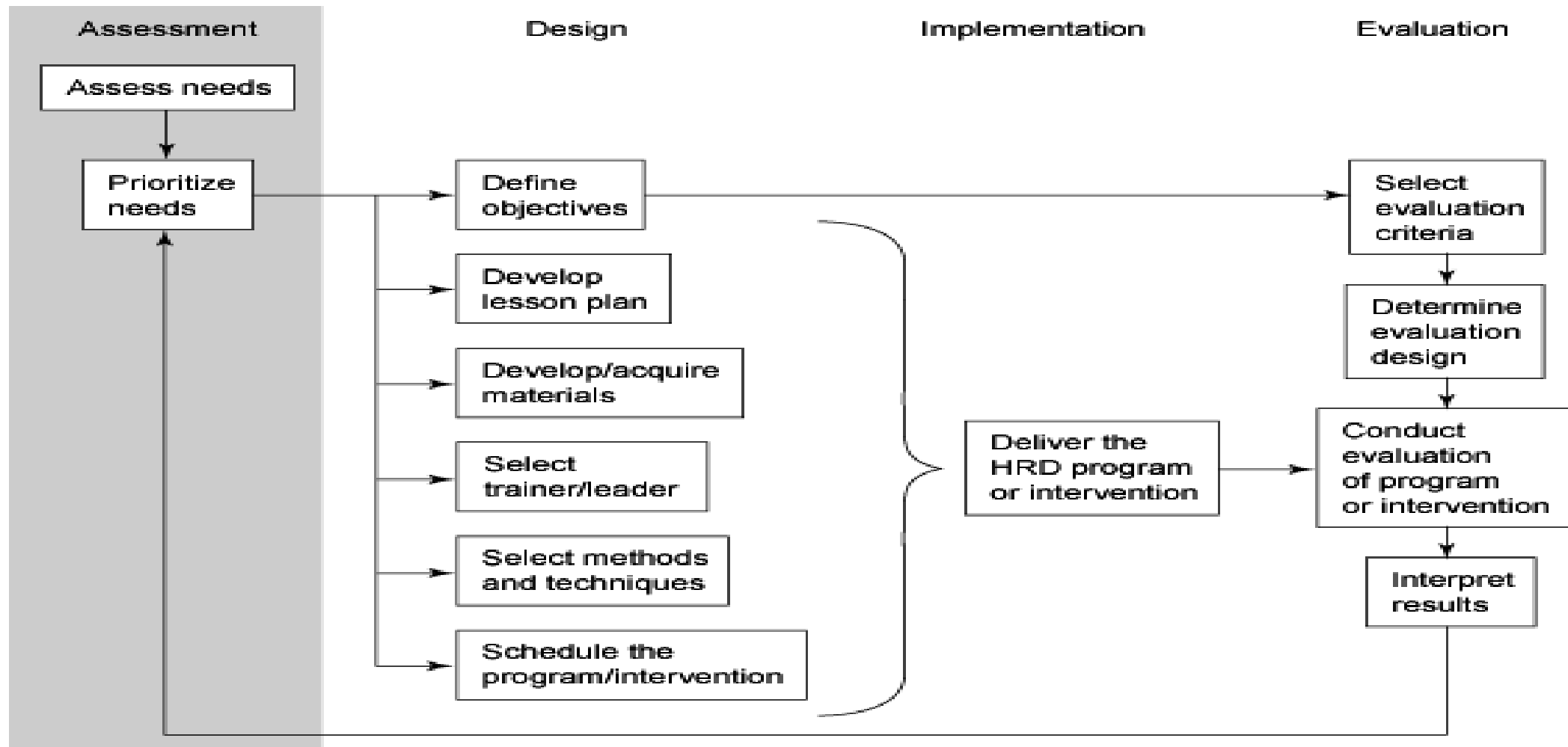
Needs assessment is a systematic process for identifying gaps in performance and uncovering the causes of those gaps, or for identifying future performance needs. This interpretation is based on the concept of performance discrepancies or gaps -- the difference between a current level (what is) and a desired level (what should be).

It is a process by which an organization's HRD needs are identified and articulated.

NEEDS ASSESSMENT CAN IDENTIFY

- Organization's goals and its effectiveness in reaching these goals
- Gaps between employees' skills and the skills required for effective current job performance
- Gaps between current skills and skills needed to perform the job successfully in the future
- The conditions under which the HRD activity will occur

HRD FRAMEWORK



VARIOUS TYPES OF NEEDS

- Performance
- Diagnostic
 - Factors that can prevent problems from occurring
- Analytic
 - Identify new or better ways to do things
- Compliance
 - Mandated by law or regulation

LEVELS OF ASSESSMENT

- Organization
 - *Where* is training needed and under what conditions?
- Task
 - *What* must be done to perform the job effectively?
- Person
 - *Who* should be trained and how?

WHY STRATEGIC ASSESSMENT IS NEEDED

- Ties HRD programs to corporate or organizational goals
- Strengthens the link between profit and HRD actions
- Strengthens corporate support for HRD
- Makes HRD more of a revenue generator

HRD STRATEGIES

- HRD Strategies

“ HRD Strategies are a plan that defines how the human resources would be utilized through the use of an integrated array of training, organizational development and career development efforts to achieve individual, organizational objectives.”

It makes HRD activities proactive rather than reactive.

MAJOR HRD STRATEGIES

- Communication Strategy
- Accountability Strategy
- Quality Strategy
- Cost Reduction Strategy
- Culture Building strategy
- Systematic Training Strategy
- Learning Strategy

DESIGNING HRD STRATEGIES

1. Getting the big picture
2. Developing a mission statement
3. Conducting organization's SWOT analysis
4. Conducting Human Resource analysis
5. Determining critical people issues
6. Developing alternative solutions
7. Implementation and evaluation of action plans

HRD FOR WORKERS AND EXECUTIVES

■ HRD for Workers

In recent years, many research findings, case studies and practical experiences have emphasized the need to focus on Human Resource Development for Workers. They show a positive attitude towards the development of workers.

Several HRD mechanisms like Performance Appraisal, potential appraisal, Training, Work climate etc. are being used by some organisations.

HRD FOR WORKERS

- HRD for Workers is being increasingly in the focus. It is required for the simple reason that workers constitute 70-80% of the work force in any organisation; their contribution is the soul of the organisation and if the organization succeeds in directing and unleashing the latent potential in them, the organisation will bloom with energy
- Human Resource Development for Workers is a planned process to help the workers in leading a productive work life as well as a good personal life.

HRD FOR WORKERS

- HRD for Workers is a very complex process. Providing education and training only to the workers cannot minimize the complexity.
- It requires changing the orientations of managers, unions and workers and jointly moving towards development.
- One of the objectives of HRD is to make human resources competitive. Being competitive means keeping the best employees motivated and ready to meet new challenges.
- To stay firm and get the optimum level of output, HRD professionals have to take care of the existing diversities.

HRD FOR WORKERS

- They can be easily seen everywhere: in knowledge area (Highly educated and less educated), skill area (skilled, semi-skilled and unskilled workers), age (young, middle and old), language (local and foreign), etc.
- It is also necessary to keep in mind the diversities that lie in work-sectors (Manufacturing, NGO, Agriculture, mining etc.) because their work meanings and contents are different from each other.
- Therefore, keeping in mind the importance of workers and the challenging issues, HRD programmes and mechanisms have to be designed and implemented in such a way that they leverage the differences and motivate workers.

OBJECTIVES

- To make the workers realize their own potential
- To make the workers aware about the available resources in the environment
- To give recognition to the workers in various possible ways
- To empower the workers to enhance productivity
- To develop occupational competencies compatible with present requirements
- To develop achievement-orientation and self-management skills
- To develop psychological, social and cultural aspects

HRD MECHANISMS FOR WORKERS

- Training
- Quality of Work life
- Quality circles
- Grievance management
- Counselling
- Workers' participation
- Welfare schemes
- Empowerment

ROLE OF TRADE UNIONS

- Traditionally unions have played a role as protest organisations on behalf of workers.
- Unions in India have mainly confined their activities to monetary issues like wages and service conditions and have generally ignored the issues relating to development of workers making them 'grievance-oriented' rather than development-oriented.
- The recent initiative taken by many employers/corporate HRD executives in the HRD for workers are received with cautious and doubts.

ROLE OF TRADE UNIONS

- Unions should focus attention on the workers' development. In fact unions should be HRD Departments for the workers and the union leader as HRD Manager.
- Unions can play a proactive role and be a partner with HRD in communicating with workers about the organisation's mission, goals etc., in counselling workers about personal and work issues, in education and training, family and vocational guidance and welfare activities.
- In order to play the above roles effectively, trade unions will need to professionalise. This will mean HRD within the unions.

LIMITATIONS

- An assumption that development of managers will automatically result in the development of workers.
- Lack of integration between HRD and IR in many organizations.
- A belief that workers are mainly or only interested in money and/or are not interested in development or do not have potential for development.

LIMITATIONS

- The convention of minimizing the input of unions and workers in decision making process based on the traditional mindset that Management's job is to 'think' and Workers' job is to 'do'.
- Inability to manage diversity

OPERATIONALISING HRD FOR WORKERS EFFECTIVELY

- Top Management commitment
- Middle Management involvement
- Training Needs Assessment
- Open communication
- Periodic review, monitoring, feedback and evaluation
- Continuous education and follow up strategies

HRD FOR WORKERS AND EXECUTIVES

■ HRD for Executives

Executive development or management development is a systematic and continuous process through which the executives learn advanced knowledge and skills in managing.

is any attempt to improve managerial performance by imparting knowledge, changing attitudes or increasing skills. The aim of development is not just to improve current job performance of managers but to prepare them for future challenging roles.

HRD FOR EXECUTIVES

- This would involve upgrading their knowledge, looking at things from a refreshing fresh angle or simply increasing their skill sets so that they can slip into complex and more demanding roles effortlessly.
- Development aims at building the competencies of people, of preparing them for planned career growth and is always future-focused.

REASONS FOR UNDERTAKING HRD FOR EXECUTIVES

- Change and competition are continuous features which require continuous adaptation by the organizations. For this, continuous upgradation of skills and competencies at all levels, specifically at the management levels, is necessary.
- There is a need to shape the leadership skills of managers. Today's organizations need leaders, not managers. HRD for executives aims to address this particular need.

REASONS FOR UNDERTAKING HRD FOR EXECUTIVES

- Continuous learning and knowledge development inform and mould managers, which also helps them gain the respect of their subordinates. Motivating the management towards learning executive development is a systematized approach.
- It focuses on manager's personal growth. It basically aims at improving judgment, logical thinking of managers to take complex decisions and to take responsibility.

REASONS FOR UNDERTAKING HRD FOR EXECUTIVES

- Information technology (IT) has become an all pervasive phenomenon and a majority of the present-day organizational processes are seamlessly integrated with IT. It is thus necessary for the managers to become IT savvy to use IT for enhancing the performance of their departments.
- People management skills, along with technical skills, play a crucial role in the growth and evolution of managers. The EDF addresses the need for developing the human competencies of managers.

NEED OF HRD FOR EXECUTIVES

- Increase in Complexities and Size of the Organization
- Shortage of Trained Personnel
- Technological Changes
- Increased Competition
- Changes in Labour Management Relation
- Social Responsibility of Management

OBJECTIVES

- Improving Performance
- Preparing Managers for Future Positions
- Preventing Obsolescence
- Developing Latest Management Techniques
- Opportunities to Executives
- Introducing Changes

3 LEVELS OF MANAGEMENT

- Top
- Middle Management
- Middle Functional Executive and Specialists

HRD CULTURE

- Culture refers to the deep structure of organization, which is rooted in the values, beliefs and assumptions held by organization's members.
- Whereas, climate refers to those aspects of the environment that are consciously perceived by organization's members.

HRD CULTURE

- Culture is difficult to define. It is multi-dimensional, with many different components at different levels and it takes time to establish.
- HRD culture is essential for facilitating HRD climate.
- The HRD culture deals with the extent to which Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity, Collaboration and Experimentation (OCTAPACE) are valued and promoted in the organization.

OCTAPACE

Openness



Experimentation

Confrontation



Collaboration

Trust



Autonomy

Authenticity



Proaction

OCTAPACE

01

Openness

Freedom to communicate, share & interact without hesitation.

02

Confrontation

Facing problems and challenges boldly and not carpeting them.

03

Trust

Building a sense of assurance and confidence in each other.

04

Authenticity

Congruence between what one feels, says, and does.

05

Proactive

Taking initiative, preplanning and taking preventive action.

06

Autonomy

Using and giving freedom to plan and act in one's own sphere.

07

Collaboration

Giving help to and accepting help from others as in a team.

08

Experimentation

Taking a fresh look at things & fostering creativity.

OPENNESS

- It signifies the transparent environment in the organization.
- The degree of openness of the organisation will be an important factor in determining the nature of the various dimensions of HRD being designed, as well as the way in which these dimensions should be introduced.
- Freedom to communicate, share and interact without hesitation. Receiving feedback from customers and giving ideas and suggestions to team members.
- **OUTCOME:** It helps to improve implementation of systems and innovation & free interaction among team-mates, leaders and top authority and clarity in setting objectives and common goals.

CONFRONTATION

- The term signifies the actual problems which team face in the day to day work. It implies to face the problem and find the best solutions to get over it rather than stepping back to escaping the problems.
- Facing the problems and challenges boldly and not shying away is the main theme of Confrontation.
- If an organization encourages people to recognize a problem, bring it to people concerned, explore with them to under it and search possible ways of dealing with it.
- **OUTCOME:** Improved problem solving and clarity and team discussions to resolve problems

TRUST

- The trust factor come with openness which include maintaining the confidentiality of information shared by others and company .
- If the level of trust is low, the various dimensions are likely to be seen with suspicion and therefore the credibility of the system may go down.
- Also, it deals with a culture of people believing each other and acting on the basis of verbal messages and instructions without having to wait for written instructions or explanations.
- When people say that they will do some thing or promise to do some thing it is simply relied upon. There is no need for extra monitoring and controls. There are no overheads to check if people are meaning what they say or not.
- **OUTCOME:** Higher empathy, timely support, reduced stress and reduction and simplification of forms and procedures.

AUTHENTICITY

- Authenticity is the congruence between what one feels and says. It is the value underlying in trust.
- Authenticity is reflected in the narrowest gap between the stated value and the actual behaviour. This value is important for the development of a culture of mutuality.
- It is indicated by the extent to which people say what they mean and do what they say.
- In a way it is the higher order than trust and trustworthiness. Individuals and teams can be counted upon to not to make false promises.
- **OUTCOME:** Sharing of feelings freely to improve interpersonal communication and reduced distortion in communication.

PROACTIVE

- Taking initiative, pre-planning and taking preventive action is the measures of term proactive.
- Organisation must be proactive in terms of their planning. They must be ready for future.
- Pro-action means anticipating issues in advancing to take advantage of conflicts or responding to needs of the future, in fact creating the future.
- A proactive culture encourages every one to take initiative and make things happen.
- **OUTCOME:** planning and taking actions at immediate concerns.

AUTONOMY

- Autonomy is the willingness to use power without fear and helping other to do same.
- Basically Autonomy is all about using and giving freedom to plan and act in one's own sphere.
- Organisations must avoid autocratic type of environment and give chance to team to use their powers in positive way.
- It is present if every role holder in the organization irrespective of the level has some scope in his or her job to use some discretion.
- The discretion may be in terms of work methods, decision-making, communication or any such area.
- **OUTCOME:** Develops mutual relationships, reduce reference made to senior people.

COLLABORATION

- It involves working together in a team for a common cause.
- Individuals solve their problems by share their concerns with one another and prepare strategies, working out plan of actions and implement them together.
- It is the culture where people (individuals, teams and the organization as a whole) are eager to help each other.
- There is a spirit of sacrificing for the sake of each other and larger goals. Personal power is played down and people are governed by larger goals like the goals of the organization, country and the humanity at large.
- **OUTCOME:** Timely work, improved communication, resource sharing

EXPERIMENTATION

- It Involves using and encouraging innovative approaches to solve problems.
- It is the value which emphasizes the importance given to innovating and trying out new ways of dealing with problems in the organisations.
- It is the orientation on the part of employees to try out new ways of doing things and experiment with new decisions.
- It characterises a risk taking culture in the organization as without risks there is no growth. Without experimentation there is very little scope for renewal, rejuvenation and simplification of life.
- **OUTCOME:** Development of new product, methods, and procedures.

APPRAISAL OF HRD EFFORTS

- The appraisal criteria are selected on the basis of which the success of the program is assessed.
- The results are interpreted and form the basis of other HRD programs.
- There are other reasons for conducting HRD appraisals as well. Appraisals can build credibility with top managers and others in the organization.

APPRAISAL OF HRD EFFORTS

- If HRD staff cannot prove its contribution to the organization, its funding and program may be revised during the budgeting process.
- Thus, appraisal is a critical step in the HRD process. It is the only way one can know whether an HRD program has fulfilled its objectives.

APPRAISAL CAN HELP TO DO THE FOLLOWING

- Establish whether a program is accomplishing its objectives as proposed.
- Identify the strengths and weaknesses of HRD programs.
- Decide the number and nature of participants who benefited the most or least from the program.
- Emphasize major points to be made to the participants.

APPRAISAL CAN HELP TO DO THE FOLLOWING

- Gather data to assist in designing future programs.
- Determine the appropriateness of the program.
- Better and more informed decision making in future relating to design of HRD programs.