HRD practices

HRD is a total system with various sub systems. Various HRD thinkers and professionals have designed the practices of HRD in different ways.

Prof. T. V. Rao opines that the sub systems should comprise the performance appraisal, potential appraisal and development, feedback and performance coaching, career planning, training, organization development, rewards, employee's welfare and the quality of work life and human resource information system.

Each of these sub systems focuses on some particular aspect of HRD. To have a comprehensive HRD, many of these instruments may be needed to be used simultaneously.

The most frequently used HRD practices are:

Manpower Planning:

Manpower planning is the process which assesses and determines that the organization will have an adequate number of qualified persons available at specific times, performing jobs which would fulfill the needs of the organization and which would provide satisfaction for the individuals involved. It is an endeavor to catch demand and supply.

Recruitment, Selection and Placement:

Generation of applications for specific positions for actual or anticipated vacancies is known as Recruitment. Through ideal recruitment procedure suitable applicants could be identified. Selection is the process of ascertaining the qualifications, experience, skill, knowledge etc of an applicant with a view to appraising his/her suitability to a job. The selected candidate is assigned the most suitable job is Placement. Right person on the right job may produce the best results.

Training and Development:

The two terms are quite identical to each other, but they are not the same in meaning. Training is a learning process that aims to permanently improve the ability and behavior of the employees by enabling them to acquire new skill, knowledge and attitude for more efficient performance. This includes:

- Identification of training needs
- Developing suitable training programmes
- Providing requisite job skills and knowledge to employees
- Evaluating the effectiveness of training programmes

Performance and potential appraisal:

If the performance of people is to be enhanced, their performance needs to be periodically evaluated. For this purpose, performance appraisal interviews between the manager and the subordinate are to be conducted at regular intervals. During these interviews, the performance over the review period is evaluated; strengths and weaknesses identified, and reasons for any shortfall in performance are examined.

Feedback and performance:

Feedback of performance is an important control measure. Knowledge of one's strengths help one to become more effective to choose situations in which one's strength is required, and to avoid situations in which ones weaknesses could create problems. This also increases the individual satisfaction. People do not recognize their strengths. Managers in HRD system have the responsibility for observation and feedback to subordinates about their strengths and weaknesses on a continuous basis. These are also responsible for providing the employees proper guidance to improve their performance capabilities.

Employee's career planning and development:

Career planning essentially means helping employees to plan their career in terms of their capabilities within the context of organizational needs. The HRD philosophy is that people perform better when they feel trusted and see meaning in what they are doing. People want to know the possibilities for their own growth and career opportunities. As managers have information about the growth plans of the organization, it is their responsibility to transmit information to their subordinates and to assist them in planning their careers within the organization.

Development and training programmes:

Training and development programmes can be designed to improve performance and to bring about measurable changes in knowledge, skills, attitudes and social behavior of work force for doing a particular job. Training is linked with performance appraisal and career development.

Employees generally are trained on the job or through special in house training programmes. Some employees may be deputed for outside training to enhance, update, or develop specific skills. This is especially valuable if the outside training can provide expertise, equipment, or sharing of experiences that are not available within the organization. Periodic assessments are made of the training needs within the organization.

Assessment and development centre:

A centre can be an end in itself for assessment of need, potential and appoint ability or it can be a means to an end. These means can be diagnostic tools by which appropriate action can be taken to help an individual and or group of individuals to upgrade their managerial performance against an agreed set of criteria. If the criteria have been drawn from the job through job analysis and the current level of performance assessed against them in job relevant but unfamiliar situations,

good quality information can be gathered from which one can draw up developmental plans.

Organization Development:

This function includes research to ascertain the psychological health of the organization. This is generally accomplished by means of periodic employee surveys. Efforts are made to improve organizational health through various means in order to maintain a psychological climate that is conducive to productivity.

The OD specialists also help any department in the organization that has problems such as absenteeism, low production, interpersonal conflict, or resistance to change. These experts also revamp and develop various systems within the organization to improve their functioning.

Honors and Awards:

Honoring and awarding employee performance and behaviour is an important part of HRD. Appropriate honors and awards not only recognize and motivate employees but also communicate the organization's value to the employees.

In HRD systems, innovations and use of capabilities are awarded in order to encourage the acquisition and application of positive attitude and skills. Typical awards include cash award, certificates of appreciation / commendation, newsletters announcements, pay rise, special privileges, etc. Award may be given to individuals as well as to teams or departments.

Employee's welfare and quality of work life:

Employees at lower levels in the organization usually perform relatively monotonous tasks and have fewer opportunities for promotion or change. In order to maintain their work commitment and motivation, the organization must provide some welfare measures, such as medical insurance, disability insurance, holidays, vacations, etc.

Quality of work life programmes generally focus on employee needs and meeting them to the extent feasible. Job enrichment progrmames, educational subsidies, recreational activities, health and medical benefits, etc., generate a sense of belonging that benefits the organization in the long run.

Human Resource Information Systems:

A systematic way of gathering and storing information about each individual employee for the benefit of planning, decision-making and supply of returns to external agencies at the organizational level is known as human resource information system. A variety of records are maintained to meet the needs of man power planning, recruitment, development of people, compensation, integration and maintenance and separations not only for internal control, feedback and corrective action, but also to meet the various constitutional obligations.