

Unit - II

Human resource planning (HRP)

Definition:

Human resource planning is concerned with assessing a company's current human resources, identifying its future staff requirements and arranging for skills training for its current, new and future employees.

The company's HR department is responsible for its human resource planning and for organizing its recruitment drive. The planning process helps the company figure out what type of talent it needs and which company departments would benefit from an infusion of new talent.

Human resource planning (HRP) is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset—quality employees. Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses.

Challenges of Human Resource Planning (HRP)

The challenges to HRP include forces that are always changing. These include

- Employees getting sick,
- Getting promoted,
- Going on vacation,
- Leaving for another job.

HRP ensures there is the best fit between workers and jobs, avoiding shortages and surpluses in the employee pool.

HR Planning process

Current HR Supply:

Assessment of the current human resource availability in the organization is the foremost step in HR Planning. It includes a comprehensive study of the human resource strength of the organization in terms of numbers, skills, talents, competencies, qualifications, experience, age, tenures, performance ratings, designations, grades, compensations, benefits, etc.

Future HR Demand:

Analysis of the future workforce requirements of the business is the second step in HR Planning. All the known HR variables like attrition, lay-offs, foreseeable vacancies, retirements, promotions, pre-set transfers, etc. are taken into consideration while determining future HR demand.

Demand Forecast:

Next step is to match the current supply with the future demand of HR, and create a demand forecast. Here, it is also essential to understand the business strategy and objectives in the long run so that the workforce demand forecast is such that it is aligned to the organizational goals.

HR Sourcing Strategy and Implementation:

After reviewing the gaps in the HR supply and demand, the HR Consulting Firm develops plans to meet these gaps as per the demand forecast created by them. This may include conducting communication programs with employees, relocation, talent acquisition, recruitment and outsourcing, talent management, training and coaching, and revision of policies.

Demand and Supply Forecasting of Human Recourses

Demand Forecasting:

Demand forecasting is a quantitative aspect of human resource planning. It is the process of estimating the future requirement of human resources of all kinds and types of the organization.

Factors:

Forecasting of demand for human resources depends on certain factors such as:

- Employment trend in the organisation for at least last five years to be traced to determine the future needs.
- Organisation has to find out the replacement needs due to retirement, death, resignation, termination etc.
- Improvement in productivity is yet another factor. To improve productivity organisation needs better employees with skills and potential.
- Expansion of the organisation leads to hiring of more skilled persons. The base of human resource forecast is the annual budget.
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Methods of Demand Forecasting:

There are three major methods of demand forecasting. They are as follows.

Executive Judgment:

Under this method the executives sit together and determine the future manpower requirements of the enterprise and submit the proposal to the top management for approval. This approach is known as 'bottom up' approach.

Work Load Forecasting:

It is also known as work load analysis. Under this method the stock of workload and the continuity of operations are determined. Accordingly the labour requirement is determined. The workload becomes the base for workforce analysis for the forthcoming years.

Statistical Techniques:

Long range demand forecasting for human resources is more responsive to statistical and mathematical techniques. With the help of computers any data is rapidly analyzed.

Supply Forecasting

Supply Forecasting:

Supply forecasting means to make an estimation of supply of human resources taking into consideration the analysis of current human resources inventory and future availability. The following are the supply forecasting techniques...

Existing Inventory:

The first step in supply forecasting is to take a stock of existing HR inventory as follows.

(a) Head Count:

Count of the total number of people available department-wise, sex-wise, designation-wise, skill-wise, pay roll-wise etc.

(b) Job Family Inventory:

It consists to number and category of employees of each job family i.e. the jobs related to same category like office staff, sales and marketing staff, production staff, maintenance and industrial engineers, quality control engineers etc.

(c) Age Inventory:

It consists of age-wise number and category of employees. This gives us age composition of human resources. Dynamism, creative abilities innovativeness is present in young employees while making of proper judgment and display of maturity is shown by elderly employees. Organisations prefer both young and old employees. Human resource planning should give due consideration to age-wise human resource mixing young and old employees in due proportions.

(d) Inventory of skill, experience, values and capabilities:

Organisation should take a stock of present inventory of skill, employees with number of years of experiences (10 yrs, 15-yrs, 20 yrs and more etc.), values and capabilities.

(e) Inventory of Qualifications and Training:

This consists of educational qualifications of the employees academic and technical and special qualifications if any and the training received by the employees.

(f) Inventory of Salary grades:

This includes pay and allowance-wise and total emoluments-wise stock taking.

(g) Sex wise Inventory:

Inventory of male and female employees of the organisation.

(h) Local and Non-Local-wise Inventory:

It includes the stock of local employees and the employees belonging to other areas such as different states of India.

(i) Inventory of Past Performance and Future Potentialities:

There are several human capacities or potentials required for performing jobs at the workplace. Requirement of these along experience need to be taken into consideration while taking stock of human resource inventory.

Labour Wastage:

Labour wastage should be taken into account while making future forecast and find out the reasons of people leaving the organisation. Action can be taken to arrest the labour wastage and replacement of uncontrollable losses. HR manager must know how to make wastage analysis. For measuring permanent total loss due to labour the following labour turnover formula is used.

(a) Permanent Total Loss:

Permanent total loss is due to deaths, voluntary quits retirement, dismissals, retrenchment, and promotions out, demotions and transfers out. This can be filled in by new recruits, promotions in and transfers in.

(b) Permanent Partial Loss:

Permanent partial loss is due to loss of some skills, potentials and capabilities because of ill health or accidents. To get rid of this loss organisation can acquire new skill, knowledge, values, and aptitudes among the existing employees by providing adequate and necessary training.

(c) Temporary Total Loss:

Temporary total loss is due to loss of aptitudes, values, change in outlook and attitude of existing employees towards their jobs, department and organisation. Absenteeism is also a reason for this. This can be prevented by taking steps to minimize absenteeism to forecast loss of human resources due to it. Attitude of the employees towards organisation can be improved by knowing the causes of change and making efforts to remove those causes.

(d) Temporary Partial Loss:

This loss is due to consultancy or advice offered by the employees of the organisation to others. This loss of labour hours has to be there because many organisations encourage this practice as there is revenue to the organisations also.

Potential Additions:

Potentials added to the present inventory of human resources minimize the impact of potential losses.

Potential additions are of following types:

(1) Permanent total:

Permanent total additions are due to new recruitment, promotions granted to juniors, transfer effected from one department to another.

(2) Permanent Partial Additions:

These consist of acquisitions of new skills, knowledge, by the present employees. This will increase the stock of human resources in the organisation.

(3) Temporary Total Additions:

These consist of deputation of employees from other organisations. This will temporarily make additions to the stock of human resources.

(4) Temporary Partial Additions:

These come to the organisation through the consultancy and advice by the employees of other organisations.

Sources of Supply:

Estimation of supply of human resources depends upon internal and external sources.

Internal Factors:

Internal source of supply of human resources include the output from established training programme for employees and management development programmes for executives and the existing reservoirs of skills, potentials, creative abilities of the organisation.

External Factors:

External factors can be grouped into local and national factors.

(a) Local Factors:

Local factors include the following:

- Population densities within the reach of enterprise.
- Local unemployment level.
- and private establishments.
- Local transport and communication facilities.
- Availability of residential facilities.

(b) National Factors:

National factors include the following:

- Trends in growth of working population of the country.
- The output from universities, technical and professional institutions.
- Impact of changes in educational patterns.
- Cultural patterns, social norms and customs.
- Impact of government training schemes.

Recruitment and Selection

Recruitment is the process where the potential applicants are searched for and are encouraged to apply for a vacancy. While the selection is the process of hiring the employees from the shortlisted candidates and providing them with a job in the organization.

The success of any organization depends on its employees because when an employee is well suited for their job the entire company can enjoy the benefits of their success. Recruitment and selection help organizations to choose the right candidates for the right positions in the business.

Recruitment is an integral process for any company wanting to hire suitable candidates and facilitate growth and productivity. It involves identifying hiring needs, creating awareness about a role, selecting and interviewing potential candidates and then hiring and onboarding them. Learning about this process can help you understand what it takes to find the right candidate for a role.

A recruitment process is a step-by-step approach that companies use to find suitable candidates to fill specific positions. This process varies depending on a company's organisational structure, operations, size and recruitment protocols. Hiring or department managers, human resource managers and recruiters typically oversee a recruiting process.

Recruitment process

Identifying Hiring Needs:

The first step in the recruitment and selection process begins by identifying the organization's hiring needs. This involves analyzing the existing workforce, determining skills gaps, and forecasting future staffing requirements.

Job Analysis and Job Description:

Thorough job analysis is conducted to define the role's responsibilities, required skills, qualifications, and experience. This analysis forms the basis for creating a comprehensive job description that effectively communicates the position's requirements to potential candidates.

Sourcing Candidates:

Recruitment efforts focus on sourcing potential candidates through various channels. This may include internal referrals, online job boards, social media platforms, professional networking sites, recruitment agencies, and universities. The goal is to attract a diverse pool of qualified candidates.

Screening and Short listing:

The received applications or resumes are screened to evaluate candidates against the job requirements. This initial screening may involve assessing qualifications, skills, experience, and other relevant criteria. The most suitable candidates are shortlisted for further evaluation.

Interviews:

Shortlisted candidates are invited for interviews, which can take different forms such as phone interviews, video interviews, or face-to-face interviews. Interviews serve to assess a candidate's qualifications, competencies, cultural fit, and potential contributions to the organization.

Assessments and Tests:

Depending on the role and organization, additional assessments and tests may be administered to evaluate specific skills, cognitive abilities, personality traits, or job-related tasks. These assessments provide deeper insights into candidates' capabilities and suitability for the role.

Background Checks:

As a crucial step to verify candidates' information, background checks are conducted. This may include reference checks, employment history verification, educational qualifications verification, and sometimes criminal background checks.

Decision-Making:

Based on the outcomes of the interviews, assessments, and background checks, the hiring team makes a decision regarding the most suitable candidate for the position. This decision may involve collaboration among various stakeholders, such as hiring managers, HR professionals, and department heads.

Offer and Negotiation:

Once the preferred candidate is identified, a formal offer is extended, detailing compensation, benefits, and other pertinent terms of employment. Negotiations may occur between the organization and the candidate to finalize the offer.

Onboarding:

After the candidate accepts the offer, the onboarding process begins. This includes completing necessary paperwork, conducting orientation sessions, and providing the new hire with the resources and information needed for a smooth transition into their role.

Types of Recruitment

Recruitment can take various forms depending on the specific needs and strategies of an organization. Here are some common types of recruitment approaches:

Internal Recruitment:

Internal recruitment involves filling job vacancies from within the organization. This can be done through internal job postings, employee referrals, promotions, or transfers. Internal

recruitment helps in recognizing and utilizing the existing talent pool, fostering employee growth and retention, and boosting employee morale.

External Recruitment:

External recruitment is the process of sourcing candidates from outside the organization. This approach may involve advertising job openings on job boards, career websites, social media platforms, attending job fairs, utilizing recruitment agencies, and actively reaching out to potential candidates. External recruitment widens the talent pool and brings in fresh perspectives and expertise.

Campus Recruitment:

Campus recruitment focuses on hiring students and fresh graduates directly from educational institutions such as colleges and universities. Organizations participate in career fairs, conduct campus presentations, and engage in campus interviews to attract and select talented individuals who are ready to embark on their professional journey.

Executive Search:

Executive search, often referred to as "headhunting," is a specialized recruitment approach to identify and recruit top-level executives, senior management, and industry experts. Executive search firms or recruitment agencies are commonly engaged to conduct comprehensive searches, target passive candidates, and assess individuals based on their leadership qualities and extensive experience.

Contingent Recruitment:

Contingent recruitment refers to the hiring of temporary or contract workers to fulfill specific projects, seasonal demands, or short-term needs. Contingent workers may be sourced through staffing agencies or specialized platforms. This approach provides flexibility to organizations in managing workforce fluctuations and accessing specialized skills without committing to long-term employment contracts.

Remote Recruitment:

With the rise of remote work and the globalization of talent, remote recruitment focuses on attracting and hiring candidates who can work remotely, either partially or entirely. This approach widens the geographical reach and allows organizations to tap into a global talent pool, accessing skills and expertise from different locations.

Diversity and Inclusion Recruitment:

Diversity and inclusion recruitment aims to foster a diverse and inclusive workforce by actively seeking candidates from underrepresented groups. Organizations may implement targeted strategies, partnerships with diversity-focused organizations, and inclusive hiring practices to ensure a fair and equitable recruitment process.

Referral Recruitment:

Referral recruitment encourages employees to refer qualified candidates from their network for job openings within the organization. This approach leverages existing employees as brand ambassadors and taps into their networks to attract potential candidates who align with the company culture and values.

Social Media Recruitment:

Social media recruitment refers to the practice of utilizing social media platforms as a strategic tool for sourcing, attracting, and engaging potential candidates for job openings within an organization. It involves leveraging the reach and interactivity of social media platforms to connect with passive and active job seekers, showcase the employer brand, and facilitate the recruitment process.

Full Cycle Recruitment:

Also known as 360 recruitment, refers to the complete process of hiring candidates from start to finish. It encompasses all the stages involved in finding, attracting, evaluating, and ultimately selecting and onboarding suitable candidates for a job opening within an organization. Full cycle recruitment aims to guide the hiring process from the initial identification of a staffing need to the successful integration of the selected candidate into the organization.

Digital Recruitment:

Digital recruitment refers to the use of digital platforms, technologies, and strategies to attract, engage, and hire candidates for job openings within an organization. It leverages the power of online resources, internet-based tools, and digital communication channels to streamline and enhance the recruitment process.

Selection Process Meaning

The selection process refers to selecting the right candidate with the required qualifications and capabilities to fill the vacancy in the organization. The selection process is quite a lengthy one and also complex. It involves a series of steps before the final selection. The procedure of selecting the employees may vary from industry to industry according to their own needs. Every organization designs their selection process while keeping in mind the urgency of hiring the people and the requisites for the vacancy of the job.

The selection process can be defined as shortlisting the right candidates with the required qualifications to fill the vacancies in an organization. The process varies from company to company hence need to be understood what type of process suits accordingly.

The Selection Process is quite a lengthy and complex process as it involves a series of steps before making a final decision. To know more about the selection process of an organization, read the article below.

Importance of Selection

Selection is an important facet for the organization, its importance can further be summed up as below-

1. It identifies the right candidates for the company.
2. Recruiting talented employees can help increase the overall performance of the organization.
3. Helps in avoiding false negatives and false positives of the candidates.

Steps in Selection Process

Popularly there are seven stages in the process of selection :

Application:

After the job opening has been announced, the candidates apply for the respective jobs which suit them.

Screening and Pre-selection:

The goal of this second phase is to reduce the number of candidates from a large group to a manageable group of between 3-10 people that can be interviewed in person. The selection is based on their selection technique and according to the company's needs.

Interview:

The interview gives insight into a person's verbal accuracy and how sociable they are. This also provides the opportunity to ask the candidate job-related queries.

Assessment:

The full assessment usually is more accurate as this helps the organization to check the candidate well. Assessments include work sample tests, integrity tests, and related job knowledge tests.

Reference And Background Check:

An essential step is the reference check, which is to confirm about the candidate. The candidates are asked to give references and he follows up on these.

Decision:

The next step is to decide to choose the correct candidate who promises the greatest future potentiality for the organization.

Job Offer and Contract:

After the decision-making process, the candidate needs to accept the offer which is known as the contract.

Types of Tests**Written tests:**

Written tests historically have served as significant input into the selection decisions. There has been renewed interest in written tests, since those that have been validated can aid significantly in the acquisition of efficient and effective workers.

Achievement tests:

To verify how he can achieve the target. Past experience can help the employees to satisfy the recruiters.

Intelligent tests:

The employee's intelligent level is determined here.

Performance tests:

Whether the employees perform well or not. Honesty or polygraph (lie detector) tests: The use of lie detector for verifying information on the application form can only be used for specific jobs, such as police officer, finance managers etc.

Aptitude tests:

Whether the employee is interested in the job or not can be determined by this test.

Psychological tests:

The psychology of the employee is determined. The employees who are psychologically strong and do not get nervous do well.

Graphology (Handwriting analysis) tests:

It has been said that an individual's handwriting can suggest the degree of energy, inhibitions, and spontaneity to be found in the writer, disclosing idiosyncrasies and elements of balance and control from which many personality- characteristics can be inferred.

Physical tests:

To examine whether the candidate is physically fit for the job.

Personality tests:

Through these tests a mental and behavioral quality i.e. personality level is measures.

Trainability Tests:

For jobs in which training is necessary due to the skill level of the job applicants or the changing nature of the job, trainability tests are useful. Essentially, the goal is to determine the trainability of the candidate.

Work Sample:

Work Sample tests measure the ability to do something rather than the ability to know something. These tests may measure motor skills or verbal skills, Motor skills include physically manipulating various job related equipment and verbal skills include problem solving and language skills.

Interview

Interview is one of the important steps in selection procedure. It is probably the most widely used selection tools.

Employment interview and tests are two of the most important screening devices generally used in hiring procedure. Interview is the oldest method of evaluating a person's potential for a job.

“Interview” means “deliberate, active listening with a purpose to draw the other person out, to discover what he really wants to say, and to give a chance to express himself/herself freely.”

An interview is an attempt to secure maximum amount of information from the candidate concerning his suitability for the job under consideration.”

Bingham and Moore have mentioned the following principles of interview:

Principle 1. Expert, Skilled, Experienced and Trained Interviewers:

The interviewers must possess the ability and skills required for interviewing the candidates. They should be expert, skilled, experienced and trained for interview. They should be well-versed in Behavioral Science, which helps them to Judge the different personality traits of the candidates.

Principle 2. Provide Privacy and Ample Time:

Full privacy should be provided for conducting the employment interview. There should be no disturbances, obstacles, phone calls, noise, visitors. Specific and healthy atmosphere should be deliberately created for interview purpose. Ample time should also be given for interview to the candidate during the interview.

Principle 3. Proper Reception of the Interviewees:

All the interviewees should be warmly welcomed and be treated nicely. A warm reception of the interviewees helps to create a favourable impression in the mind of the candidate appearing for the interview.

Principle 4. Comfort and Ease:

These help the interviewee feel at-ease and willing to give you the facts about himself. The interviewers must be straight forward and frank rather than clever.

Principle 5. Skillful and Tactful Questions:

The interviewers should ask the questions in a simple language, understandable to the applicant. Never argue or interrupt or change the subject abruptly.

Principle 6. Do not "Oversell" the Job Opportunities:

This means indirect disclosure that the organisation is in need of the services of the candidate. Even if the candidate is the right person for the job, the organisation should not beg to him.

Principle 7. Be Courteous Towards the Candidate:

The interviewers should adopt a courteous approach towards the candidate and let him feel at home, so that she/he can say everything about her/ himself with an open and free mind.

Principle 8. Encourage the Candidate to Talk:

Give full opportunity to the candidate to talk more and there should not be much talking by the interviewers. The interviewer must avoid the temptation of too much talking and should give ample opportunity and encouragement to the candidate to talk more and in details about himself.

Principle 9. Attentive and Patient Listening:

The interviewer must listen attentively and patiently to the interviewee during the interview. He should not divert his mind elsewhere during the interview, though the candidate may or may not be to their satisfaction.

Principle 10. Objectivity in Decision Making:

The interviewer should understand the interviewee's point of view and has to keep himself away from the bias, prejudice, personal judgment and whims. He must rely on the principle of objectivity rather than subjectivity.

Principle 11. Closing the Interview:

The interview should be concluded at the point of time when the interviewer becomes sure collecting adequate information about the candidate and that he has judged the personality traits as required. At this point the interviewer should stop the interview extending his thanks to the candidate for the interest he exhibited towards the organisation.

Principle 12. Rational Selection:

After the interview is over, the chairman and members of the interview committee have to arrive at a specific decision with regard to the final selection of the candidates for the jobs to be filled-in. The interview board should be very rational in this.

The types of selection interviews are as follows:

Type 1. One-to-One Interview:

This interview involves two participants — the interviewer and the interviewee. This interview can be considered as a preliminary or interactive interview

Type 2. Sequential Interview:

It involves a series of interviews, usually utilizing the strength and knowledge-base of each interviewer, so that each interviewer can ask questions in relation to his/her subject area of each candidate, as the candidate moves from one room to another room.

Type 3. Panel Interview:

It consists of two or more interviewers who might come from different subject specializations.

Interviewing techniques

7 effective interviewing techniques

1. Choose where to hold the interview

Location plays a significant role in the effectiveness of your interview. Finding a quiet place will allow you to connect with a candidate without distractions. Hold the interview in a place where you can maintain a private conversation. This way, the candidate won't feel pressured by people nearby who may overhear them.

2. Prepare a list of interview questions in advance

Plan a list of interview questions to ask a candidate based on the job requirements and their resume or CV.

Here's a look at some sample interview questions:

- Why do you feel you'd be a good candidate for this position?
- Tell me more about your current position and your responsibilities.
- How would your current co-workers describe your workplace performance?
- Why did you apply for this position?
- What are your greatest strengths/weaknesses?

3. Carefully review the candidate's resume and cover letter

Carefully reviewing the candidate's resume will help you formulate the right questions, guide the conversation and gain better insight into how well the candidate's skills and experience match the job duties. If you're conducting an interview using the Indeed platform, you can review the candidate's resume and take notes during the interview.

4. Keep the interview conversational, not confrontational

Candidates are looking for the right company and job as much as you're looking for the best candidate to hire. Make a positive impression by welcoming the candidate and treating the interview

like a casual conversation. Take the first 5-10 minutes at the start of the interview to build rapport with the candidate. Ask how their day is going, and offer a glass of water before starting.

5. Explain the recruitment process and next steps

After the interview, let candidates know what they can expect. Explain your company's hiring process, especially if it involves multiple rounds or conversations with other interviewers. Be clear about what the next steps will be. Should they expect a phone call or email? How long will it take for you to make a decision? When are you hoping to fill the position?

6. Consider holding a group interview

You may want to consider bringing in multiple candidates as part of a group interview. This interviewing technique is useful if you need to hire a relatively large number of people quickly and for similar roles.

7. Follow up after the interview

If you decide not to move forward with a candidate, it's important to let them know. Following up with candidates after the interview shows that you respect their time and effort, which can create a positive reputation for your organization.

Training and development

Training and Development in Human Resource Management is the process of acquiring knowledge, skills, and attitude that helps improve employees' job performance and enables future career growth.

Training refers to acquiring specific knowledge and skills for a particular job or task. It is usually a short-term activity concerned with improving an employee's current job performance. It includes formal training courses, on-the-job training, or coaching sessions.

Development is concerned with the long-term growth of an individual's career. It usually covers acquiring knowledge that goes beyond the requirements of their current job to prepare the employees for their future job role or career advancement opportunities. Development activities include job shadowing, mentoring, attending conferences, or pursuing further education.

Employees can enhance their job performance, career growth, and job satisfaction through training and development. In contrast, organizations can benefit from better employee engagement, retention and higher productivity.

Importance of Training and Development

Boost Performance and Productivity

When employees are trained and developed, they feel more confident in their abilities. As a result, they can be more productive in their roles. Acquainting employees with the necessary skills

and knowledge helps organizations improve employee performance, productivity, and job satisfaction. It also employees to remain engaged and motivated and positively impacts the organization's work environment.

Talent Management and Retention

In the recent competitive era, employees actively seek growth and development opportunities. So, organizations that invest in employee training and development programs find attracting and retaining top talent easier. Also, employees are more likely to be loyal and committed to the firm if their personal growth and development is prioritized. This leads to a lower turnover rate and a stable workforce.

Overcome Market Competition

It helps organizations stay current with the latest trends and best practices in the market. By investing in employees' training and development, companies can ensure retaining their competitive advantage in the future. This is essential in industries with rapid technological advancements and changing customer needs.

Effective Risk Management

Well-trained employees are less likely to make mistakes that might lead to costly errors or legal issues. For instance, compliance training can help organizations avoid legal actions by ensuring employees understand the regulations that apply to their daily work. Likewise, safety training helps organizations prevent workplace accidents that can lead to injuries or lawsuits.

Foster a Culture of Learning and Development

Investing in employee development shows that the organization values continuous learning. This creates a culture of learning and growth, where employees are encouraged to take risks, try new things, and seek out opportunities for development. A culture of learning and growth can lead to a more innovative and creative workforce, driving organizational success.

Investing in employees' training and development helps create a more engaged, productive, and innovative workforce that drives the company's success in today's competitive business environment.

Stages in training and development

The five stages of training and development are:

Training Needs Assessment

The starting point of the training and development process is assessing the training requirements of employees. The analysis should consider the long-term goals of the organization and the organization's expectations from its employees. A mismatch between the goals and the current skill levels indicates that there is a need for training.

Define Training Objective

determined that there is a training need, the next step is to define the training objective. The training objective becomes the basis for the training initiative and directs the training and development program.

Design Training Program

The design of the training program will depend on the type of trainer, the employees to be trained, and the training method to be used. The training content must be aligned with the needs identified.

Conduct Training Program

In this step, the designed training plan is put into action. Care should be taken to create a conducive environment for learning. For greater effectiveness, the training should encourage a participative approach to increase the involvement of the trainees in the training program.

Evaluate and Follow-Up

Training evaluation is essential to verify if the goals of the training program have been achieved. Feedback obtained from the participants on the effectiveness of the training and the relevance of the content is valuable input for the evaluation process. Follow-up includes asking the supervisors if the participants apply the acquired skills effectively in their daily activities.

Training Methods in Human Resource Management

As a result of research in the field of training, a number of programs are available in some of these are new methods while others are improvements over the traditional methods.

On-the-job training methods

This type of training also known as job instruction training is most commonly used as a method. Under this method, the individual is placed on a regular job & taught the skills necessary to perform the job.

Following are the job training methods.

1. Job Rotation

It involves the movement of the trainee from one job to another. The trainee receives job knowledge & gains experience from his supervisor or trainer. This type of training gives an opportunity to the trainee to understand the problem of employees on other jobs & respect them.

2. Coaching

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance & offers him some suggestions for improvement.

3. Job Instruction

This method is also known as step-by-step training. Under this method, the trainer explains to the trainee the way of doing the jobs, knowledge & skill and allows him to do the job. The trainer appraises the performance, provides information & corrects the trainees.

4. Committee Assignment

Under this method, a group of trainees is given and asked to solve an actual organizational problem. The trainees solve the problem jointly and develop teamwork.

Off-the-Job Methods

Under this method of training, the trainee is separated from the job situation and his attention is focused on learning the material related to his future job performance.

1. Vestibule training

In this method, actual work conditions are simulated in a classroom. Material files and needed equipment are also used in training. This type is used for training personnel for clerical and semi-skilled jobs.

2 Role-Playing

It is defined as a method of human interaction that involves realistic behavior in an imaginary situation. This method of training involves action doing the practice. This method is mostly used for developing interpersonal interaction and relations.

3. Lecture Method

The lecture is a traditional & direct method of instruction. The instructor organizes the material & gives it to a group of trainees in the form of a talk. This is beneficial to train a large group of trainees.

4. Conference

It is a method for clerical, professional & supervisory personnel. This involves a group of people who put forth ideas, examine & share facts, ideas assumptions & draw a conclusion..the success of this method depends on the leadership qualities of the person who leads the group.

5. Programmed Instructions

In recent years this method has become popular the subject matter to be learned is presented in a series of carefully planned sequential. This method is expensive & time-consuming.

What is Training Evaluation

Training evaluation is the systematic process of analyzing training programs to ensure that it is delivered effectively and efficiently. Training evaluation identifies training gaps and even discovers opportunities for improving training programs.

By collecting feedback, trainers and human resource professionals are able to assess whether training programs are able to achieve its intended outcome, and if the training materials and resources used are aligned with or meet company and industry standards.

Benefits

Evaluation of training gives comprehensive feedback on the value of the training programs and their effectiveness in achieving business goals. It helps the management to better understand and identify skill gaps to analyze the desired outcomes of training programs. It also helps the organization to:

- identify issues and improve the overall processes of training programs;
- analyze the effectiveness of training materials and other tools;
- determine the needed leadership competencies to solve critical problems;
- support continuous change in career development; and
- assess the overall training experience of the participants.

How to Evaluate a Training Program in 4 Steps

1. Choosing the appropriate model

There are various types of training evaluation models available and each targets different areas. So the first step to getting started in evaluating training programs is by choosing the best model that will fit the needs of your evaluation.

The CIRO Model

Phillips ROI Model

2. Determine indicators of training effectiveness

To effectively evaluate training programs, practitioners of the training program must first define the indicators of “effectiveness.” As a guide, practitioners or organizations should answer this guiding question: “In what sense will the training program be considered successful?”

Below are some examples of factors or indicators that can help in measuring training effectiveness:

- New skills and knowledge
- Learning experience
- Employee happiness
- Cultural impact
- Efficiency impact
- Financial impact

3. Choosing the right method and collecting data

Training evaluation methods refer to approaches in collecting the data. Once the training evaluation's purpose, technique, and measurements for training effectiveness are identified, the next step is to choose the right method or tools for collecting the needed information in regards to the training program.

Below are some of the common training evaluation methods practitioners can use:

- Questionnaires
- Interviews
- Focus groups
- Observation

4. Analyze Data

The final step is to analyze the data collected and to document the findings of the performed training evaluation. The record of the training evaluation will be a critical component for future improvements in the organization's approach to training programs.

Employee Retention

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joiner, make him a corporate ready material and bring him at par with the existing employees.

The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time.

Need & Importance of Employee Retention

- **Hiring is not an easy process:** The HR Professional shortlists few individuals from a large pool of talent, conducts preliminary interviews and eventually forwards it to the respective line managers who further grill them to judge whether they are fit for the organization or not. Recruiting the right candidate is a time consuming process.
- **An organization invests time and money in grooming an individual and make him ready to work and understand the corporate culture:** A new joiner is completely raw and the management really has to work hard to train him for his overall development. It is a complete wastage of time and money when an individual leaves an organization all of a sudden. The HR has to start the recruitment process all over again for the same vacancy; a mere duplication of work. Finding a right employee for an organization is a tedious job and all efforts simply go waste when the employee leaves.

- **When an individual resigns from his present organization, it is more likely that he would join the competitors:** In such cases, employees tend to take all the strategies, policies from the current organization to the new one. Individuals take all the important data, information and statistics to their new organization and in some cases even leak the secrets of the previous organization. To avoid such cases, it is essential that the new joiner is made to sign a document which stops him from passing on any information even if he leaves the organization. Strict policy should be made which prevents the employees to join the competitors. This is an effective way to retain the employees.
- **The employees working for a longer period of time are more familiar with the company's policies, guidelines and thus they adjust better:** They perform better than individuals who change jobs frequently. Employees who spend a considerable time in an organization know the organization in and out and thus are in a position to contribute effectively.
- **Every individual needs time to adjust with others:** One needs time to know his team members well, be friendly with them and eventually trust them. Organizations are always benefited when the employees are compatible with each other and discuss things among themselves to come out with something beneficial for all. When a new individual replaces an existing employee, adjustment problems crop up. Individuals find it really difficult to establish a comfort level with the other person. After striking a rapport with an existing employee, it is a challenge for the employees to adjust with someone new and most importantly trust him. It is a human tendency to compare a new joiner with the previous employees and always find faults in him.
- **It has been observed that individuals sticking to an organization for a longer span are more loyal towards the management and the organization:** They enjoy all kinds of benefits from the organization and as a result are more attached to it. They hardly badmouth their organization and always think in favour of the management. For them the organization comes first and all other things later.
- **It is essential for the organization to retain the valuable employees showing potential:** Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system.

Employee retention strategies

1. Onboarding and orientation

Every new hire should be set up for success from the start. Your onboarding process should teach new employees not only about the job but also about the company culture and how they can contribute to and thrive in it. Don't skimp on this critical first step.

2. Mentorship programs

Pairing a new employee with a mentor is a great component to add to your extended onboarding process, especially in a remote work environment. Mentors can welcome newcomers into the company, offer guidance and be a sounding board. And it's a win-win: New team members learn the ropes from experienced employees, and, in return, they offer a fresh viewpoint to their mentors.

3. Employee compensation

It is essential for companies to pay their employees competitive compensation, which means employers need to evaluate and adjust salaries regularly. Even if your business can't increase pay right now, consider whether you could provide other forms of compensation, such as bonuses. Don't forget about improving health care benefits and retirement plans, which can help raise employees' job satisfaction, too.

4. Perks

Perks can make your workplace stand out to potential new hires and re-engage current staff while boosting employee morale. According to research for our Salary Guide, flexible schedules and remote work options are the perks many professionals value most. In addition, just over 40 percent of the professionals we surveyed said stipends for home offices are among the perks workers want most.

5. Wellness offerings

Keeping employees fit — mentally, physically and financially — is just good business. Many leading employers expanded and improved their wellness offerings during 2021 and 2022, amid the pandemic, to help support employees and prioritize their well-being. Stress management programs, retirement planning services and reimbursement for fitness classes are just some examples of what your business might consider providing to employees in 2023 and beyond.

6. Communication

The shift to hybrid and remote work has underscored the importance of good workplace communication. Your direct reports, whether they work on-site or remotely, should feel they can come to you with ideas, questions and concerns at any time. And as a leader, you need to make sure you're doing your part to help promote timely, constructive and positive communication across the

entire team. Make sure you proactively connect with each team member on a regular basis, too, to get a sense of their workload and job satisfaction.

7. Continuous feedback on performance

Many employers are abandoning the annual performance review in favor of more frequent meetings with team members. In these one-on-one meetings, talk with your employees about their short- and long-term professional goals, deliver constructive feedback, and help them visualize their future with the company. While you should never make promises you can't keep, talk through potential career advancement scenarios together and lay out a realistic plan for reaching those goals.

8. Training and development

As part of providing continuous feedback on performance, you can help employees identify areas for professional growth, such as the need to learn new skills. Upskilling your employees is especially important today as technology continues to change how we work. When people upskill, they gain new abilities and competencies as business requirements evolve.

9. Recognition and rewards systems

Every person wants to feel appreciated for the work they do. And in today's "anywhere workforce," an employer's gratitude can make an especially big impact. So be sure to thank your direct reports who go the extra mile and explain how their hard work helps the organization. Some companies set up formal rewards systems to incentivize great ideas and innovation, but you can institute compelling recognition programs even if you have a small team or limited budget.

10. Work-life balance

What message is your time management sending to employees? Do you expect staff to be available around the clock? A healthy work-life balance is essential to job satisfaction. People need to know their managers understand they have lives outside of work — and recognize that maintaining balance can be even more challenging when working from home. Encourage employees to set boundaries and take their vacation time. And if late nights are necessary to wrap up a project, consider giving them extra time off to compensate.

11. Flexible work arrangements

Many companies understand that even though they have reopened their offices, some of their employees still prefer to work remotely, at least part-time. Not having that option might even spur employees to resign. A recent Robert Half survey found that 56 percent of employees said remote work improved morale and overall work-life balance.

12. Effective change management

As we learned during the pandemic, every workplace has to deal with change, good and bad. And employees look to leadership for insight and reassurance during these times. If your organization is going through a big shift, keeping your team as informed as possible helps ease anxieties and

manage the rumor mill. Make big announcements either individually or in a group call or meeting, and allow time for questions.

13. An emphasis on teamwork

We should encourage all your employees, not just star players, to contribute ideas and solutions. Promote teamwork by creating opportunities for collaboration, accommodating individuals' work styles and giving everyone the latitude to make decisions and course corrections if needed.

14. Acknowledgement of milestones, big and small

A final tip for promoting employee retention is to shine a light on notable achievements. Whether your team finishes ahead of the deadline on a major project or a worker reaches a five-year work anniversary, seize the opportunity to mark the milestone together. Even if you need to celebrate virtually, it can be a meaningful and memorable moment for everyone.

Introduction to Job Analysis

Job Analysis is a systematic and comprehensive process of studying and evaluating job positions to obtain detailed information and characteristics of the jobs.

It involves collecting, analysing, and interpreting data and information related to specific job roles, including responsibilities, tasks, skills, knowledge, experience, work environment, ability, and qualification requirements. Organisations can gain valuable insights into their employees' roles and the competencies needed to excel in them by conducting a job analysis.

Hence, Job Analysis is an important component of human resource management and organisational management, providing guidance and support in personnel recruitment, selection, training, performance evaluation, compensation management, and career planning.

Purpose and Benefits of Job Analysis

Job analysis serves several important purposes within an organisation.

Job description:

Job descriptions describe a particular job's duties, responsibilities, working conditions and activities.

Job specification:

Job specification details the knowledge, skills, and abilities relevant to a job, including the education, experience, specialised training, personal traits, and manual dexterity required

Compensation and Classification:

Job Analysis establishes appropriate compensation, job classification, and succession planning based on the documented job requirements.

Career Development:

Job Analysis provides individuals with a clear understanding of job requirements and expectations, aiding their career development.

Right Fit:

By accurately documenting job requirements, organisations can ensure they hire the right individuals for specific roles, creating effective job descriptions and tailored employee development plans.

Job evaluation:

The data collected during a job analysis can be utilised in the organisation's job evaluation process, which assesses the value of a specific job to the company.

Performance Evaluation:

Job Analysis helps assess employee performance by defining performance standards and evaluating individual output.

Determining Training and Development Needs:

Job Analysis assesses training and development needs by identifying the gap between expected and actual output, guiding the design and implementation of training programs.

Job Description

Job description refers to a written informative documentation that states the duties, tasks, responsibilities and qualifications of a job, based on the findings of a job analysis. Effective job description is used either in the recruiting process to inform the job seekers of the job profile and requirements or in the performance management process to evaluate the employee's performance.

Steps to Write a Job Description

Companies have to make sure that they write an accurate & comprehensive job description giving all job-related details. The main steps to write a job description are:

1. Job Title

The first step is to write the job title decided internally for official purposes.

2. Role Summary

The second step is to write the summary about the job role.

3. Duties

The next step involves writing down all the job responsibilities as well as the job duties which are required with this particular job.

4. Qualifications

The fourth step is to give the basic education qualifications, work experience or other criteria required for this job role.

5. Role Expectations

This step defines what is required by an employee to be successful.

6. Reporting

The sixth step is to highlight who the reporting manager would be and who would be the subordinates.

7. Verification

The final step is to get the job description verified by the HR team for any changes, updates or validations.

Management Development

Management development is a process used to create effective managers. A manager is anyone who works between the executive and entry-level personnel within an organization and helps those people perform labor to ensure the company reaches its goals. Management development programs usually enable managers to enhance their existing skills, such as resolving conflicts and communicating with others.

Importance of Management Development

Management development is important because it helps those who are new to management positions understand what the job entails and gain the necessary soft skills and interpersonal knowledge. It's also important for experienced managers because it can teach them new ideas in workplace management and remind them of other techniques to use. Here are some additional benefits of management development:

More effective communication:

Management development can help new and existing managers learn better ways to connect with their coworkers and report to their supervisors.

Motivated team members:

This process can make managers more effective at empathizing with their team members and providing the motivation and incentive that teams need to succeed.

Cost-efficient leadership:

When an organization promotes managers from within the company, it can save itself the cost of hiring and training new managers.

Wide knowledge of company policies:

Providing management development for existing managers can keep everyone updated on company expectations, the workplace culture and any new policies.

Long-term management availability:

A company with a robust management development program can better ensure that it has knowledgeable and effective managers in the long term.

Human Resource Development

Human Resource Development is the part of human resource management that specifically deals with training and development of the employees in the organization.

Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Features of Human Resource development

The essential features of human resource development can be listed as follows:

- Human resource development is a process in which employees of the organisations are recognized as its human resource. It believes that human resource is most valuable asset of the organisation.
- It stresses on development of human resources of the organisation. It helps the employees of the organisation to develop their general capabilities in relation to their present jobs and expected future role.
- It emphasise on the development and best utilization of the capabilities of individuals in the interest of the employees and organisation.
- It helps in establishing/developing better inter-personal relations. It stresses on developing relationship based on help, trust and confidence.
- It promotes team spirit among employees.
- It tries to develop competencies at the organisation level. It stresses on providing healthy climate for development in the organisation.
- HRD is a system. It has several sub-systems. All these sub-systems are inter-related and interwoven. It stresses on collaboration among all the sub-systems.
- It aims to develop an organisational culture in which there is good senior-subordinate relations, motivation, quality and sense of belonging.

- It tries to develop competence at individual, inter-personal, group and organisational level to meet organisational goal.
- It is an inter-disciplinary concept. It is based on the concepts, ideas and principles of sociology, psychology, economics etc.
- It form on employee welfare and quality of work life. It tries to examine/identify employee needs and meeting them to the best possible extent.
- It is a continuous and systematic learning process. Development is a life long process, which never ends.

Benefits of Human Resource Development

- HRD (Human Resource Development) makes people more competent. HRD develops new skill, knowledge and attitude of the people in the concern organisations.
- With appropriate HRD programme, people become more committed to their jobs. People are assessed on the basis of their performance by having a acceptable performance appraisal system.
- An environment of trust and respect can be created with the help of human resource development.
- Acceptability toward change can be created with the help of HRD. Employees found themselves better equipped with problem-solving capabilities.
- It improves the all round growth of the employees. HRD also improves team spirit in the organisation. They become more open in their behaviour. Thus, new values can be generated.
- It also helps to create the efficiency culture In the organisation. It leads to greater organisational effectiveness. Resources are properly utilised and goals are achieved in a better way.
- It improves the participation of worker in the organisation. This improve the role of worker and workers feel a sense of pride and achievement while performing their jobs.
- It also helps to collect useful and objective data on employees programmes and policies which further facilitate better human resource planning.
- Hence, it can be concluded that HRD provides a lot of benefits in every organisation. So, the importance of concept of HRD should be recognised and given a place of eminence, to face the present and future challenges in the organisation.
- HRD advances the precision and effectiveness of administrative tasks. By embracing advanced tools that allow businesses to make a paystub, organizations can achieve more accurate and prompt payroll management, enhancing employee satisfaction and contributing to the overall operational excellence.