

Unit 3

Evaluating HRD Programs

HRD Programs

It involves a systematic approach to identify the training and development needs of employees. HRD is a process that involves both the employee and the organization working together to achieve mutual goals. It includes a variety of methods such as training, mentoring, coaching, job rotation, and career development.

Impact of HRD Program:

- 1) It creates a climate free from monotony and to improve the working life.
- (2) It facilitates effective communication to surface creative ability of employees in full swing,
- (3) It enables the members to attain self actualization through systematically developing their potentials,
- (4) Tapping the present and future creative abilities of the people to utilize for organisational development,
- (5) Facilitating growth of employees and making them aware about their strengths and weaknesses,
- (6) It Helps organisations to utilize human resources to their maximum potentials,
- (7) It Avails opportunities for further development by the employees themselves.
- (8) It provides extensive framework for the development of human resources of the organisation and creates opportunities to inculcate talent.
- (8) The aim of HRD is to facilitate all round development of employees so that their capabilities to perform any job are enhanced.
- (9) It maintain appreciable high level of motivation of the members of the organisation.
- (10) It develops team spirit and an effective work culture.
- (11) It builds up healthy superior – subordinate relationship.
- (12) It enhances better quality, higher productivity, higher profits.

(13) It provide correct position of human resources.

Applications of HRD.

1. **Training**: - Training is an essential element of HRD. This develops skills and capacity to work at higher levels and positions. Training is possible by different methods. It is useful for self-development and career development.
2. **Performance appraisal**: - Performance appraisal is an important area of HRD. The purpose of performance appraisal is to study critically the performance of an employee and to guide him to improve his performance. This technique is useful for building a team of capable employees and is also used for their self-development.
3. **Potential appraisal**: - It relates to the study of capabilities of employees. It is useful for proper placement and career development of employees. Potential appraisal of employees is useful for developing their special qualities, which can be used fruitfully along with the expansion and diversification of activities of the company.
4. **Career planning and development**: - Under HRD employees should be given guidance for their self-development and career development. The opportunities likely to develop in the organization should be brought to their notice. They should be motivated for self-development, which is useful to the organization in the long run.
5. **Employees' welfare**: - Employees welfare is within the scope of HRD. Welfare facilities are useful for creating efficient and satisfied labour force. Such facilities raise the morale of employees. Employee welfare include the provision of medical and recreation facilities, subsidized canteen, free raining and other measures introduced for HRD.
6. **Rewards and incentives**: - HRD includes provision of rewards and incentives to employees to encourage them to learn, to grow and to develop new qualities, skills

and experiences which will be useful in the near future. Reward is an appreciation of good work. It may be in the form of promotion, higher pay etc.

7. **Organizational development**: - HRD aims at providing conflict-free operations throughout the organization. It also keeps plans ready to deal with problems like absenteeism, turnover, low productivity or industrial disputes.

8. **Quality of work life**: - Quality of work life depends on sound relations between employer (owner) and employees. A forward looking policy on employee benefits like job security, attractive pay, participative management and monetary and non-monetary rewards will go a long way in improving the quality of work life.

9. **Human resource information system**: - Such system acts as information bank and facilitates human resource planning and development in a proper manner. It facilitates quick decision-making in regard to HRD. Every organization has to introduce such system for ready reference to HRD matters.

Realistic job preview:

Realistic job previews is a process during recruitment of an employee which clearly highlights all the pros and cons related to the job profile, giving the candidate the most accurate information about the job.

Realistic Job Previews (RJP) are developed to provide the potential applicants a true picture of the different features of the job. It highlights not only the positive aspects, but also the associated hazards and problems.

A Realistic Job Preview provides the following:

- Pay
- Work hours
- Job related tasks
- Schedule flexibility
- Work culture

- Related pressure
- Degree of customer interaction
- Degree of physical risk
- Priority associated to job

Career Management and development:

Career management is an ongoing, conscious & step-by-step process of an individual to manage their career to meet their personal goals, aspirations and ambitions. Career management is when an individual plans in advance how they want their career to shape up in future.

This includes career planning and career development as critical elements, where an individual plans short-term, medium-term and long-term career goals and develop his or her skills accordingly at every stage.

Career development involves those personal improvements that a person undertakes to achieve a personal career plan. Career management is the process of designing and implementing goals, plans and strategies to enable the organisation, to satisfy employee needs while allowing individuals to achieve their career goals.