Unit-11: Human Resource Planning and Development

11.0 : Objectives

After reading this Unit, you will be able to:

- comprehend the value of human resources in management;
- define and explain the components of human resources management;
- describe the macro and micro approaches to human resources management;
- comprehend the need and purpose of Human Resource Planning (HRP);
- describe the different aspects and techniques of HRP;
- attempt planning for HR for Libraries and Information centres;
- delineate the facets of human resources development; and
- perceive HRD in perspective in the Indian context of library and information centre management.

11.1 : Introduction

Of all the resources available to any developmental process, human resources are the most vital and valuable ones that enable utilisation of all the other resources effectively. It is a comparatively recent perception of management specialists to view human resources management as requiring greater attention than looking at it merely as control and deployment functions of personnel. In recent decades, the facets of Human Resource Management are studied at depth, and new and innovative methods and techniques to utilise optimally human capital in all organisations are being developed to ensure success, in any productive activity.

This unit attempts to study the vital and valuable role of human beings in organisations with a brief historical perspective to grasp the essentials of its importance.

We shall discuss, in depth, the necessity and reasons for human resource planning (HRP) which is an essential pre-requisite for management of human resources in an organisation. Defining human resource planning and its scope, draws attention to the different elements that together constitute the several activities of HRP. These management elements are explained along with the techniques and tools required to implement the process. This Unit also discusses the developments of HRD and examines them in the context of library and information centre management with particular reference to the Indian situation.

The modern approach is to introduce a new work culture in organisations to achieve desired goals and results, by motivating the staff and enabling them to acquire the necessary new and
innovative skills, giving recognition to best performances and appropriately rewarding such performances. The strategies to introduce methodologies and techniques to develop human resources to reach their optimum level of efficiency and effectiveness are the areas of management science that have received considerable attention beginning from the eighties.

The current scenario of HRP in libraries/information centres in India is briefly sketched, with suggestions for applying these concepts of planning of human resources to improve the quality of library and information services.

11.2 : Human Resources

Human beings constitute the most important and valuable resource of an organisation, based on the belief that employee commitment to work in an organisation is a fundamental prerequisite to organisational success. Such commitments can be ensured only if actions towards personnel are undertaken with the highest degree of integrity and respect. This presupposes a continuing healthy relationship between employees and employers. Consequently human resources management places an emphasis on strategic thinking towards employees, personnel planning, extensive personnel and organisational development and such others.

11.2.1: Historical Perspective

Historically, before the advent of the Industrial Revolution, attention given to human resources in organisational management was generally attributed to the organisation of workers’ guilds constituting masons, carpenters, leather workers and other crafts persons to protect their interests. The field was further developed with the arrival of the Industrial Revolution in the later half of the 18th century, which laid the basis for a new and complex industrial society. A new kind of relationship with the employees and the boss, who was not necessarily the owner, as had been the case in the past, became a power broker in the new factory system. With these changes came a widening gap between workers and owners which were not conducive to higher productivity.

The drastic changes in technology, the growth of organisations, the rise of labour unions and professional associations, government concern and intervention in working class welfare, etc. resulted in the development of personnel departments in organisations. There is no specific date assigned to the appearance of the first personnel department in organisations, but round the 1920s more and more organisations seemed to take note of and do something about the conflict between employees and management. Early personnel administrators were known as welfare secretaries. Their jobs were to bridge the gap between management and operating workers.

All these developments necessitated, at the turn of this century, initiation of in-depth studies in manpower, their behaviour and full utilisation in organisations. Beginning with Taylor's attempts to improve manpower productivity by time study, research efforts moved through the period of Frank and Lillian Gilberth's techniques for recording motion patterns, leading to
work simplification on the assembly lines of the 1930s. All these made work measurement possible by introducing the concepts of rating the speed with which employees work and the need for fatigue allowances, culminating with the establishment of work study functions in large organisations. These are the beginnings or the initial genuine attempts to increase the effectiveness of manpower, largely confined to shopfloor workers in factories. However, the establishment of organisation and methods of techniques in 1960s for manpower utilisation, moved the study into offices and other fields of management.

During the 1960s, the importance of planning and then integrating personnel strategies within a coherent framework was emphasised, which highlighted the need to earn employee commitment to deliberate management action. However, many practitioners found the somewhat idealistic tone, difficult to apply to the prevailing environment of the period.

In the 1970s, work to improve the application of planning and a strategic framework to personnel management found expression in manpower planning. These theoretical frameworks demonstrated the gradual emergence of a cultural focus to managing people at work. There was the need felt by personnel of organisations to overcome the tensions and contradictions within their jobs.

During 1980s, further research was carried out to find new methods of managing human resources effectively. Firstly, it was essential that organisations identified a need for people-oriented approach. Secondly, the theoretical framework had to be seen in practical operational contexts.

The need for a people-centered approach arose after 1973, when organisations began to come to terms with two devastating economic experiences. The first was the oil price shock of 1973, which stunned many organisations into a recognition that they were vulnerable to outside events to an extent that had not previously been imagined. Now they had to be managed in a way that recognised uncertainty as inevitable and therefore, placed emphasis on flexibility to meet the unforeseen.

The second experience was the recognition of the discerning customers who look for quality. The Japanese saw before others the customers' yearning for quality, so their products swept away old European and North American products and methods.

This led to the twin pillars of modern organisations:

- creativity and flexibility to meet the unforeseen;
- customer service and the need for quality.

These ideas were accentuated by the seminal writing of Peters and Waterman in 1982, in their book 'Search for Excellence.' New words appeared in personnel literature such as quality, service, customer, objectives, trust, leadership, integrity. These were to be new jargons, summed by the term 'excellence'. These objectives, however, could not be implemented without the support and participation of the workforce. The achievement of such excellence would be the new approach to managing people at work - human resource management.

Management Specialists call the 1980s, a decade of computers and human resources development. It is generally believed and expected that new technologies and human
resources management are likely to dominate study and research in management sciences also in the 1990s and thereafter.

11.2.2: Applications

The objectives of any Human Resources Management (HRM) programmes are to build human competencies to create an environmental climate and to improve employee satisfaction with work. In other words, HRM aims to build up competency development in the employees, create a work culture and introduce innovative developments.

A good number of industrial and commercial establishments in India, have HRD departments and specialists manning them. In other types of organisations, this role is performed by chiefs of personnel who hold senior level positions in the organisation. HRD in government departments and public systems also are attempted for improving work culture and efficiency. Similar efforts are made in defence, police, voluntary organisations; etc.

It is said that while there is considerable progress in HRD in the past decade in India, there is a good deal more to be done. Even this has been done mostly at large scale industries and profit sectors. These also have been confined largely to personnel at executive levels not at the workers levels. Service sectors in government and industry, by and large, appear to conceive HRD as merely a provision for training.

In libraries and information centres, especially in India, these concepts of HRD are yet to penetrate, largely because no such thinking has yet started in their respective parent organisations, although some semblances of HRD appear to be operating for promotional avenues, pay scales, education, training, deputing persons for professional conferences, etc.

11.3: Human Resources Management

Expressions such as personnel, human resources management, industrial relations, employee development are used by different writers to describe, units, departments or groups concerned with people in organisations. The term though many people still prefer instead of management. The more modern and accepted expression, however, seems to be human resources management.

A formal definition of Human Resources Management is that it is a function performed in organisations that facilitates the most effective use of employees to achieve organisational and individual goals.

HRM comprise a number of activities that includes the following:

- Equal employment opportunity programmes
- Task analysis
- Human resources planning
- Employee recruitment, selection and orientation
- Career development and counselling, performance evaluation, and training and development
- Compensation and benefits
Three aspects of HRM are usually stressed as being fundamental to this thinking. They are that HRM should be: i) action oriented; ii) individual oriented, and iii) future oriented.

**Action oriented:** Effective HRM focuses on action, rather than record-keeping, written procedure, or rules. Certainly, HRM uses rules, records, and policies, but it stresses action. It emphasises the solution of employment problems to help achieve organisational objectives and facilitates employee development and satisfaction.

**Individual oriented:** Whenever possible, HRM treats each employee as an individual and offers services and programmes to meet the individual's needs.

**Future oriented:** Effective HRM is concerned with helping an organisation achieve its objectives in the future by providing for competent, well-motivated employees. Thus, human resources need to be incorporated into an organisation's long-term strategies.

The systems approach is applied to HRM. Effective HRM can be planned and executed at macro (strategic) and micro (operational) levels. We shall discuss these two levels in the next two sections.

### 11.3.1: Macro Approach

The macro approach to HRM refers to human resource planning and forecasting. Overall organisational objectives are converted into specific personnel policies, plans, strategies and executive actions. The recruitment, development and utilisation of human resources invariably depend upon these activities of the organisation for its future growth, diversification, contraction and similar others.

The macro approach of HRM is therefore, largely confined to defining objectives of the organisation, preparing policy guidelines, evolving pragmatic plans, strategies for executive actions, establish appropriate procedures, rules and regulations for implementation, etc. at every level. These activities are the concern of the top management, of course with the cooperation, participation and consent of the line managers who have the responsibilities to implement all these. Every factor has to be taken into account while evolving these activities and plans. Figure 11.1 gives an idea of this approach for a library/information centre (L/IC).

The overall benefit of this approach is that it would ensure professionalism, personnel involvement in work in achieving targets, formalisation, enhancement of work skills with increasing application of Information Technologies; eventually leading to a corporate culture, highly conductive to progress and further development.

The macro approach to human resource management encourages organisations to plan for their future staffing structures and to take into account changes in services and technology. Exercised properly, and on a continuing basis, it should eliminate problems of oversupply or
undersupply of particular skills within an organisation. It also aids the determination of training needs in relation to new skills required.

11.3.2: Micro Approach

While the macro approach lays the directions in which the organisation should move, the micro approach takes care to implement and execute the activities and programmes to achieve the targets, objectives and goals. Executing as part of the operation planning, it handles personnel recruitment, selection, placements and deployment, personnel skill development through training and skill acquisition through hands-on experience. The distribution of personnel to the various units, divisions and departments is done through task analysis, job analysis, job description, job specification, etc. The implication of this exercise is that a right person should fit into a right job that would not only ensure work efficiency and quality output but also give the person job satisfaction.

Job Analysis, Job Description and Job Specification

Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. It is fundamental to the preparation of job specification and description.

Job description is a factual statement of the duties and responsibilities of a specific job. This usually includes job identification, job summary, duties to be performed, achievable results, reporting-supervising functions, combination, correlation and relationship of tasks to other jobs, specification of machines, tools, materials and their applications, working conditions.

Whereas, job description describes the job, job specification describes the desired attributes of the person doing the job. It is a statement of the minimum acceptable human qualities required to perform a job properly. Such requirements are usually established for individual jobs on the basis of judgments made by staff analysts, but in some instances they are based upon statistical validation procedures.

Job specification generally includes the following aspects

Information inputs to the position, mental processes required, work-output, relationships with other persons, job context, other job characteristics.

Job specification should be used as a guideline to the knowledge, skills and aptitudes required to perform a specific job.

Job analysis, job description and job specification, together form the basis of recruitment, selection and placements of persons in the organisation.

Personnel Recruitment

In building human resources, there are two potential sources for prospective candidates for a position - internal and external. Filling a position with a suitable internal candidate has the advantage of increasing the general level of morale of the staff that a career path development is available for a worthy and deserving candidate. Indeed, it is a reward mechanism for good work and therefore, may stimulate others to greater achievements.
Fig. 11.1: Macro Approach to HRD (Source: Bryson)
Recruitment and selection from external sources may provide more highly skilled persons than candidates available internally and also bring to the organisation new blood and strength. This process may also result in healthy competition, but may possibly inject dissatisfaction and disharmony if an internal deserving candidate is overlooked.

Procedures and rules for recruitment and selection of personnel for Libraries/Information Centres in India have been reasonably well established, although there may be some room for improvement. The normal methods are advertising posts in newspapers and professional journals, inviting applications from candidates who fulfill the qualifications and experience asked for, written tests if necessary for short listing or screening by a committee for the received applications for calling suitable candidates for interview, selection of candidates by a statutorily approved committee and offers of appointment with necessary conditions, etc. Once the candidate accepts the offer and joins the organisation, the person is placed in an appropriate section.

The development of personnel or what we have been discussing about human resources development has to commence at this stage. This is, seldom given full attention it deserves, particularly in most libraries and information centres in India.

We shall discuss the different aspects of human resources development in the next section.

We shall sum up the micro approach to human resources management in figure 11.2:

![Diagram](image)

**Fig. 11.2: The MicroApproach to Human Resource Planning (Source: Bryson)**

It must be stated at this point that these macro and micro approaches are not mutually exclusive. In fact, they are interactive and interdependent. It is only for the sake of
convenience of learning, these are being projected in this way. Another point to be noted, is that while most operational aspects are the concern of the line managers, the major policies and programmes are laid down by the top management.

11.4 : What is Human Resource Planning?

Human resource planning is the process that helps organisations to provide adequate human resources to achieve their current and future organisational objectives.

11.4.1: Nature and Scope

HRP includes present as well as future needs for employees of various types in an organisation, comparing these needs with the present workforce, and determining the numbers and types of employees to be recruited. Persons can be recruited and selected from outside the organisation or selected out of the organisation's potential group, and fit them into the organisational set up to get the best out of them. While extracting the best out of the employees, the organisation has also a responsibility to protect the interests of employees in terms of their career prospects, adequate compensation for their work, providing the best work environment and developing a culture of interpersonal, intrapersonal, employee-employer relationship and introduce quality consciousness among everyone to produce the best.

11.4.2: Planning, an Analytical Process

But before we discuss human resource planning, we shall recapitulate what we have learnt about planning. Planning is an analytical process involving:

- determination of desired goals, objectives, and set targets of achievements within a time frame in a phased manner; all these with a vision of the organisation's future growth and development;
- an assessment of the fixture in relation to environmental changes, professional A trends, technological advances, and their influence on all aspects of developments;
- selection of activities, programmes and projects to accomplish set goals and targets, from among alternatives available, fixing priorities;
- an estimation of resources required in terms of finance, equipment, machinery, manpower and others;
- preparation of a written plan document;
- providing an action plan for execution.

These plan exercise will have to be done for the mobilisation of human resources in a library information centre, use these resources effectively, to produce quality products and offer services of the highest quality.
11.5: Need and Purpose of Human Resource Planning

The major reasons for a formal exercise on human resources planning are:

- to be more effective and efficient in the use of human resources;
- to evolve a more satisfied and better developed employees;
- to be prepared for meeting any unforeseen circumstances to carry out the plan without sacrificing targets to be achieved, allowing for essential changes, maintaining performance quality.

Human Resource Planning should, obviously, precede all other HRM activities. Recruitment scheduling, selection of candidates to match the requirements, deployment and related placement decisions, training, personnel development, etc. cannot be properly done, if there is no planning of human resources. As stated earlier, a plan serves as a guide in every one of these activities that together constitute personnel management.

Employees who work for an organisation that use good human resources policy and planning have a better chance to participate in planning their own careers and to share in training and development experiences. It can be safely assumed, therefore, that employees are likely to feel that their talents and professional competencies are important to the organisation and in consequence, they would have a better chance of utilising their proficiencies.

This situation is sure to result in greater employee satisfaction. This will be reflected in higher turnover, lower absenteeism, fewer breakdowns, and more than anything else higher quality of work.

Unanticipated problems very often arise when implementing even a very well designed plan. Organisations invariably work in an external environment over which they don't have any control. In all plan implementation, there is always a provision for rerouting and restructuring plan activities when there is an emergent situation to handle. This deliberate provision is essential to keep targets to be achieved on schedule, without abandoning any well conceived activity or project.

11.6: Elements of Human Resource Planning

Human Resource Planning has to reckon with a set of elements, constituting the different component parts of HRP. These are:

- Estimating manpower requirements quantitatively and qualitatively;
- Recruitment and selection of personnel;
- Induction and deployment;
- Personnel development;
- Overall assessment of performance and fine tuning
11.6.1: Estimating Human Resource Requirements

With the expanding dimensions of the library and information field and its complexities, estimating manpower requirements for library and information centres assumes very crucial importance. Personnel of most of these information institutions has to be composed of persons with different educational backgrounds and skills, competent to hold responsibilities of varied nature. Besides a basic background in a subject field, every professional person should have a computer and communication background, in addition to library and infatuation science qualifications, to fit into the different managerial positions. Persons holding a blend of these qualifications and experiences have become essential to manage and offer innovative user oriented services in fact this blend, if available would be ideal.

The higher level professionals are to work at predominantly intellectual, managerial and non routine tasks, those requiring: a) a special background and education on the basis of which the needs of libraries/information centres are identified, problems analysed, goals set, and original and creative solutions formulated for them; b) integrate theory and practice; c) ability to plan, organise, communicate, and administer successful programmes of service to different levels of users.

The supporting staff of most libraries/information centres, consists of workers with a wide range of skills from paraprofessional to administrative and clerical. This group of persons usually constitute the largest of full-time employees. The activities of these employees cover a wide range of essential duties on input, coding, and verifying bibliographical data; maintaining book funds; ordering; circulating materials; serial handling; and such others.

The process of estimating manpower requirements has to keep in view, the current changing context of information which necessitates the introduction and planning a variety of new services such as literature search using online databases and CD ROMS, sales and marketing of L/IC products and services, besides the in-house operations of database creation, maintenance, updating and other related computer based operations.

Estimates of staff requirements of a library/information centre, have to be based upon the activities, programmes, projects and targets to be achieved over a period of time. The quantitative assessment of requirements over a period of time, say, three to five years, would on most occasions, constitute a particular phase of growth. The qualitative nature of persons required have to be simultaneously assessed, through techniques such as job analysis, job description and job evaluation.

11.6.2: Recruitment and Selection

'Recruitment' or (employee resourcing) is the process by which an organisation secures the required persons by attracting sufficient number of the required types. The assessment of those who apply for employment, by one or more methods, as to their suitability for particular positions and the choice of the most suitable candidate is generally called as 'Selection'.

The steps involved in recruitment and selection are : i) Initiation by concerned line managers to fill in posts, ii) Advertisements in appropriate newspapers and professional journals of the types and number of posts, job requirements, conditions of employment, opportunities to professional advancement and career prospects and other related aspects.
There are several types of agencies who provide consultancy services to select right type of persons for organisations. They operate with different names such as Employment bureaus, Placement agencies, Advertisement agencies, Personnel consultants.

These agencies carry out the whole recruitment and selection process to the point of final choice, for a fee, acting essentially as a personnel unit of an organisation, engaged in an adhoc capacity on a contract basis.

The practice of selecting suitable candidates by organisations through their personnel managers, visiting professional education and training institutions and holding campus interviews is slowly taking roots in India. This practice enables institutions to catch youngsters at the right age, train, mould and fit them into responsible positions.

The routine operations involved in recruitment and selection of persons are usually conducted by personnel departments. Screening applications to short list candidates for interview (if necessary holding a written test for short listing), conducting personal interviews or other methods to find out the suitability of persons for different positions, are some of the steps of recruitment and selection.

11.6.3: Induction and Deployment

One of the several sure ways to retain the best persons selected for employment in an organisation, is to induct them properly into the organisation to make them feel that they have come to the right place to work. Unfortunately, inducting an employee is not given the attention it deserves in most libraries/information centres in India. The methods and techniques normally practised in organisation which takes this aspect of work seriously is explained in the next section on methods and techniques of HRP.

Once the employee gets his/her orientation to the organisation reasonably well, posting the person to the right place wherein he/she would fit in, most appropriately, is referred to as deployment. The skills, responsibility, ability to work in a team and such other qualities of individuals are important considerations in the deployment of staff.

If deployment of personnel is not done carefully, serious problems of conflicts would arise which would nullify all the efforts made in getting potentially competent persons.

11.6.4: Personnel Development

To achieve the organisational objectives, targets of growth, and development, the human resources department of an organisation has to make a plan to get the best out of its carefully selected employees. Of several aspects that an FR plan may have to incorporate into it, we would be discussing the following more important ones:

a) Performance Appraisal of staff-

b) Training and Development;

c) Changing perspectives and attitudes;

d) Communication.
Performance Appraisal

Performance Appraisal is the systematic evaluation of an individual employee’s job related strengths and weaknesses. The assessment of performance against standards is identified by a variety of labels which are used interchangeably; performance measurement, evaluation, appraisal, assessment, review, monitoring or data feedback are the expressions currently in vogue.

Performance appraisal embraces a multitude of techniques which are used to determine whether the amount and quality of the person’s effort, contribution; or results meet the standards laid down in some prior analysis of the work and its purposes. It tries to answer the question whether the amount of work effort or contribution put out by the person concerned is adequate or satisfactory in relation to the established performance standards; is the person working hard or effectively enough at the assigned task?

The substance of performance appraisal is that all work in a library/information centre has to conform in form and amount to some preset standards. But differences in the nature of work may require different methods of defining them. While measurement of performance is judged quantitatively by work output, higher turnover, etc. the qualitative performance results have to be measured through some accepted yardstick of personnel qualities, disposition, behaviour pattern, etc.

All these kinds of assessment of performance of personnel may be expected to serve a variety of purposes; some would relate to performance improvement, some to remuneration and promotion, some to organisational concerns, such as communication or manpower planning.

A well designed plan is likely to help in controlling judgment processes involved in performance appraisal and may identify the factors affecting ratings and scales to be used. Such a plan would also indicate the type of conclusions to be reached.

Training and Development

Education, training, acquisition of skills, etc. are learning processes that help an organisation to improve the abilities and competencies of its personnel which will enable the organisation to perform better and deliver high quality products and services.

Education and training imply a discipline and development by means of study and learning. Education is the development of the general and special abilities of the mind, learning to know; whereas training is practical education, learning to do or practice, usually under supervision, in some art, trade or profession. Education provides the necessary faculties to think and evolve theories and methods of planning, operations and other related aspects with respect to the growth and development of an organisation. Training is the practice of applying methods and techniques to execute plans and programmes effectively.

In personnel planning, recruitment and selection would normally take care to choose persons of good general and professional education, particularly at senior levels, so that these persons have the necessary mental faculties and abilities to evolve a philosophy and culture of work for the organisation.

Training is a process which personnel in an organisation are deliberately offered, to enable them to absorb some new perspectives, understanding, value, attitude, technique or skill with reference to the activities and programmes of an organisation.
Development is a method of preparing persons to perform work beyond that which currently engages them and to accept responsibilities far greater than they now have.

Training and development in this broader sense, therefore, rest on a perception that a person learns both to be and to do largely through experience which may be actual or simulated.

The general inference that could be gleaned from this perception is that an individual will learn effectively if favourable conditions exist or created for the purpose. These conditions may be that the individual -

- is motivated to learn something new to understand or cope with some general or special aspect of his or her environment;
- understands something of the relationship between what is to be learnt and some acceptable goal which he or she possesses or of which he or she has been convinced of the relevance to the achievement of these goals;
- has the capacity and ability to learn what is required for the purpose. This in turn depends on the individual having the capacity to learn from experience.

Training activities and programmes flow from the analysis of need and should be defined prior to embarking on training exercises.

Another important aspect of training is that it entails the deliberate and structured presentation of experience, which may be considered in aiding to change person's knowledge, understanding, attitudes or behaviour. In the field of library and information studies, change of perception, attitudes, approaches has become extremely necessary with the emphasis on knowledge and information as vital resources for any development, increasing application of information technology, user demands, information opulence, obsolescence, etc. and fast growing information industry as stiff competitors in information business.

**Changing Perspectives and Attitudes**

An organisation growth, prosperity and its quality of service to a community largely rests on its ability to be resourceful and dynamic, responding positively to a] 1 changes. The success of an organisation in delivering its products and services, is equally dependent on the personnel who ought also to be dynamic with a positive response to changes. We have indicated in the previous section, that training and development may be one way of bringing about changes in the perspective and attitudes of personnel in an organisation. In this section, we shall consider some of the other influential factors that would help to evolve a plan for bringing about these changes.

Unless there are perceptible perspective changes and attitudinal changes in individuals and groups of persons, it is rather difficult to make them absorb anything through training and upskilling programmes alone. Perspective is a person's total mental and conceptual vision with a foresight of ideas, facts, thoughts, actions, etc. and their relationship with reference to the processes of growth, development and future shape and image of an organisation. If a person gets the right perspective, he/she would be more than ready or willing to undergo changes in their knowledge and skills and would be responsive and become alive to a new and changing situation.
Attitude is a complex tendency of a person to respond consistently to changes favourably or unfavourably. Attitudes are structured psychological tendencies consisting of cognitive, affective (emotional feeling) and behavioural components, each of which has its own contents and structure. There can be wide variations in the content of an attitude, independently on an issue to which the attitude relates. For example, for computerisation of a library catalogue, there could be different attitudes of this contemplated change from a manual to a computerised system, based on the knowledge of contents of the proposed change. This may also reveal distinct beliefs about the meaning and importance that are associated with the change. This is the cognitive element of attitude of content on the issue of change to be brought about in the preparation of a library catalogue.

The affective element of attitude in this context places the emphasis on the feelings which the individual has towards the issue of creating a computerised catalogue. This is not merely a matter of whether or not an individual holds favourable or unfavourable attitudes. In fact two persons may have an unfavourable attitudes towards a computerised catalogue. One may feel that this change would be of little importance in the organisation, for the experts in preparing manual catalogue entries. The other person may feel that a computerized catalogue may not work in the absence of continued electric supply and trained staff.

The behavioural aspect of an attitude stresses the predisposition (inclination) of the person to react to the issue in a specific way. The existence of a strong positive attitude towards the proposed change might predispose the person to support it and work for it. A negative attitude might be associated with a predisposition to reject it and work against it.

'Structure' here is an indication of individual's understanding of the way the work of change is likely to be organised. Discussing the cognitive element here, two persons may hold the same view with reference to computerisation of the library catalogue, for or against. One may hold the view against, on the basis of the persons full knowledge of the implications of bringing about a change without adequate preparations for a phased out programme. The other may have a superficial knowledge of the processes involved in computerisation and very limited beliefs or faith about the change being introduced.

The affective component of structure of an attitude of persons may be nested in a variety of specific emotional reactions. Just as the affective element of content of attitude, here also the feeling of insecurity, or a total dislike for a change, may operate in individuals to take a particular stance towards an issue.

In the behavioural area, some attitudes may strongly predispose the individual to act in specific ways while others may do so rather weakly. The person may be led to resist a change with all the forces at his/her command or to complain about it vocally but go along with it once the vocal protest has been registered.

The planning document on personnel development may deal with these aspects, suggesting ways and methods to build up perspectives and respond favourably to desirable changes. Analysing individual and group properties of attitudes, if the group attitudes are tackled to bring the groups to positive thinking towards change, individuals may coalesce and accept it.

To bring about changes in perspectives and attitudes, some of the methods developed are:

- Influencing and reinforcement;
• Creating conditions conducive to change;
• Changing the environment;
• Engineering deliberate changes;
• Change by command, selection and delegation;
• Change through interaction;
• Training;
• The representative group;
• Quality circles;
• Communication.

We shall discuss these methods and techniques in the section 11.7 on techniques and methods of HRP.

Communication

Communication is the life blood of any system of human activity, without it, no purposful or coherent activity can take place. It is achieved through interactions among people, but the interaction is neither random nor accidental. It is inbuilt into the structure of every organisation, which, inter alia, channel interpersonal communication. An organisation is defined as a set of roles tied into a system by their channels of communication. Organisations are structurally designed to facilitate and ensure supply so that information needed by a person for decision or action, is channelled to him or her in the required form and at the appropriate time.

Communications are initiated, and eventually received by human beings. They are themselves, channels of communication with finite capacities, but they are also initiators and receivers. Their skills in both constructing and transmitting messages, and in receiving and assimilating them, affect the efficiency of the communication.

Feedback is a necessary part of communication. Unless feedback is obtained, a manager may not know how an employee or a colleague is feeling, nor can a person's performance be assessed and corrective measures taken if warranted. Employees also require feedback in order to allow them to take their own corrective action.

In planning for human resources development, aspects of communication that require attention are as follows:
• Messages that the management wishes to convey to keep the employees well informed of the organisation objectives, plans and programmes, primarily to ensure full cooperation and support from the employees;
• Interpersonal exchange of ideas, views, actions among the different categories of employees with reference to specific programmes and projects or any other activity or issues;
• Inter organisational communication that ensures the organisation to play its role effectively;
Participation in and organisation of professional conferences, seminars, workshops, etc. to be active and alive to professional advancements.

There are many ways by which these objectives can be achieved. Methods and techniques have evolved over a period of time for oral and written communication, formal and informal modes of communicating, channels and media through which messages to be transmitted, holding meetings of various kinds to exchange ideas and facts, and similar others.

Specific programmes and activities have to be built into the plan document to incorporate all these aspects of communication.

**Overall assessment of performance and fine tuning**

As we have stated earlier at several places in this unit, planning is not just a one time exercise. It is, in fact, a continuing effort to judge its effectiveness in the actual implementation process. In the course of executing a plan, it may undergo changes, due to problems that had not been anticipated while preparing the plan. Or the efficacy of the plan may require modification, in practical implementation. Therefore, plan effectiveness in terms of results achieved should also be assessed at periodical intervals. This type of evaluation would identify the strengths and weaknesses of the plan. The weak portions of the plan would necessitate a revision. This exercise would permit retuning of the plan to ensure reasonable success eventually.

**11.7 : Methods and Techniques of Human Resource Planning**

In the foregoing section, we identified a few important elements of human resource planning, explaining the functional value of them, indicating their different operational aspects. In this section, we shall discuss the methods and techniques of the planning process with reference to these elements.

Human resource planning or manpower planning is a process whereby courses of action are determined in advance and continually updated, with the aim that:

- the organisation demand for personnel to meet its projected needs is as accurately predicted as the adoption of modem forecasting techniques allow;
- the supply of professional and supporting personnel to the organisation is maintained by deliberate and systematic action to mobilise it in reasonable balance with these demands;
- the organisation adopts methods and techniques to develop programmes and activities, to equip the staff with necessary knowledge and skills to enable them to perform their tasks in consonance with the organisational objectives and goals;
- the organisation takes care to initiate and implement staff development programmes to keep them motivated to perform well in every organisational activity with a sense of participation and involvement; in addition take care of their personal interests in terms of financial and other benefits and career prospects.

The elements of HR Planning, mentioned in the previous section of this Unit are:
• Estimating manpower requirements quantitatively and qualitatively;
• Recruitment and selection of personnel;
• Induction and deployment;
• Personnel development;
• Overall assessment of performance and fine tuning.

11.7.1: Estimating Personnel Resources

The obvious, first step in human resource planning is to estimate personnel requirements for the present as well as for the future, taking into account organisational overall objectives and projected developments. The Fig. 11.3 sums up the work process involved in building up manpower resources:

![Personnel Building Process Diagram](image)

Fig. 11.3: Personnel Building Process

Estimating staff requirements, especially for large institutions has to be done systematically, using the methods of forecasting techniques. The top management has to assess the need, getting data for the actual requirements in the different units, from the line managers. In smaller organisations, the exercise is done by the top person, from his/her expert knowledge of the organisation and competence in forecasting.

In larger organisations, staff estimation work has to be on the basis of standard techniques. Three top-down techniques - expert estimate, trend projection and modelling and the bottom-up unit forecasting technique, generally used, are explained briefly hot.
Expert-Estimate Technique

The least sophisticated approach to employment planning, yet the one most frequently used, is for an expert to forecast the employment needs based on the person's own experience, institution, and intelligent guess. The expert-estimate technique can be more effective if the experts use the Delphi technique.

The Delphi technique is a set of procedures to obtain the most reliable consensus of opinion of a group of experts. Basically, the Delphi technique consists of intensive questioning of each expert, through a series of questionnaires to obtain data that can be used for forecasts. The procedures are designed to avoid direct meetings between the experts in order to maximise independent thinking.

A person who serves as an intermediary in the questioning, sends the questionnaires to the experts and invites them to give their best estimates of employment needs for a given year. This person prepares a summary of the results, calculating the average response and the most extreme answers. Then the experts are asked to estimate the required number again. Usually the questionnaires and responses tend to narrow down in the later rounds. The average number is then used as the forecast.

Trend Projection Technique

This technique is to develop a forecast based on a past relationship between a factor related to employment and personnel. For example, in an information centre, the various products and services offered are related to employment needs. Data on services can be matched against the staff that are actually involved in the work. Staff strength needs can be projected from past experiences and appropriate estimates can be prepared with reference to the number of persons required to perform the different functions, ensuring quality.

Modelling Technique

Another method of estimating staff requirements use the most sophisticated forecasting and modelling techniques. Trend projections are based on relating a single factor or multiple factors. Mathematical models are designed on these relationships. Estimates are projected, utilising methods such as Markov models and analytical formulations such as regression analysis.

Unit Demand Forecasting Technique

The unit forecast is a bottom-up approach to forecasting staff estimates. The top management sums up the units forecasts to project the total employment forecast. By analysing present and future requirements of the job and the skills of the incumbents, this method focuses on quality of staff.

Once the estimates for personnel are projected for a given period of time, the next step is to determine the quality, fitness and availability of those presently working at different levels in the organisation.

The major tool for the analysis of existing internal staff is the skills inventory.
A skills inventory, in its simplest form, is a list of names, characteristics and skills of the persons working for the organisation.

Good skills inventory enable organisations to determine quickly and expeditiously what kinds of persons with specific skills required are presently available in an organisation. They are also useful in planning for staff development that includes training, development, promotion, transfer, and related personnel activities.

After taking stock of the personnel already operating in an organisation and assessing future needs of staff, in terms of quantity and quality, the next step is to recruit persons for positions and jobs for which there are no persons already available in the organisation.

Procedures and methods of personnel recruitment and selection have already been described in the earlier section of this Unit and also in the later section of two unit.

In this section, we shall mention a few important aspects that pertain to details of the operational part of recruitment and selection. The planning for recruitment and selection of candidates for an organisation should pay attention to the following:

- Recruitment schedule, including the provision of finance and other related aspects;
- Announcement of positions, through daily newspapers, employment news, placement agencies, consultancies; circulars to institutions from wherein suitable candidates may be available, particularly for senior posts. The contents of ads/ circulars must attract right candidates, and must be drafted to obtain all relevant personal data from the applicants;
- Selection through tests and/or interviews;
- Issue of appointment letters with terms and conditions.

Although the above details need not necessarily be spelled out in a plan document, it would be useful to hint at the right methods of rules and procedures. The fundamental purpose is to ensure right results.

11.7.2: Induction and Deployment

We have sufficiently emphasised the importance of induction of new incumbents to the organisation. Induction orients and introduces new employees to the organisation. It can be done either on a formal or informal basis.

The first phase of induction, generally an orientation programme, is often conducted by the personnel unit, and may be in an informal way, acquainting the new entrant with overall information about the organisation. This normally consists of giving background information about the organisation, with particular reference to its goals and objectives, activities and programmes, discipline, employee benefits, salary schedules, health and safety provisions, attendance and leave rules, holidays, grievance procedures, hours of work, lunch and coffee/tea breaks, telephone facilities and such others. All these types of information are important to be known to a new entrant but quite often, they are unaware about these and therefore, ignorance of these, on many occasions throw both the employee and employer to awkward postures.
The second phase of induction is performed by the immediate supervisor. It provides information to the environment and visits to the different departments, divisions and units of the organisation to get introduced to other colleagues, and a complete overview of achievements of the organisation. It is at this stage that the new employee begins to feel his/her pulse in the organisation and gets some idea of the organisation culture. This may stimulate the person to think about his/her personal role in the organisation.

This initial thoughtful induction pays rich dividends to the organisation. Here again all the above are details of the techniques of induction; they should, however, find a brief mention in the plan document.

11.7.3: Training and Development

Training and development constitute the most important component of personnel development for an organisation. Training may be of several kinds, each one having a specific objective as detailed in by the table 11.1(Note: These are illustrative and not exhaustive. There can be many variations of each).

<table>
<thead>
<tr>
<th>Kind of Participants</th>
<th>Target Participants</th>
<th>Purpose</th>
<th>Duration</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation course</td>
<td>New Entrants at all levels</td>
<td>To acclimatise</td>
<td>1-3 days</td>
<td>Internal Unit</td>
</tr>
<tr>
<td>In-service</td>
<td>Junior level Individuals/ groups</td>
<td>To pick up practical skills in specific jobs</td>
<td>1-2 Unit weeks</td>
<td>Concerned Unit</td>
</tr>
<tr>
<td>Workshops in specific areas</td>
<td>Middle level technical staff</td>
<td>To acquaint with current methods and techniques</td>
<td>4-6 weeks depending on the area</td>
<td>Professional agencies</td>
</tr>
<tr>
<td>Short term courses in areas</td>
<td>Line managers</td>
<td>To update with current trends</td>
<td>1-2 weeks</td>
<td>Professional agencies</td>
</tr>
<tr>
<td>Continuing education programmes</td>
<td>Junior, middle level staff</td>
<td>To know current trends and advances</td>
<td>2-4 weeks</td>
<td>Professional agencies</td>
</tr>
</tbody>
</table>

In planning for training programmes, the following points need care and attention:

- Need for training; identification of areas of training and number of persons to be trained within a time frame;
- Assessment of training programmes, internal as well as external to decide which one would suit the needs of the organisation and at which particular level.
- Assessment of courses should be with reference to agency offering the course, course contents, course materials, faculty, duration, facilities for practical work, if periodically offered, elements of improvement, evaluation processes and such others.
- Evaluation of candidates who attend such courses to estimate the gain due to training and to assign new and/or additional responsibilities or assignments;
- Every area of training requirements needs to be considered; administrative, financial, professional and others;
11.7.4: Communication

A communication system in an organisation supplement and complement training in staff development programmes. Together these two constitutes the most powerful tool in shaping staff capabilities to an optimum level.

Communication may help personnel development through:

- organisational culture;
- oral communications - formal and informal that includes various kinds of meetings;
- written communications - house bulletins, reports;
- other methods.

Organisational Culture

Culture usually refers to the way of life of a society. It is supposed to offer a set of values and ideas to the problems of living and working in a complex social system. It may impose a tradition-based constraint on what people may do, lawfully and legitimately, so that it serves-as a source of control over people in the society. The values and ideas that make up a culture are pervasive down into the everyday behaviours which respond to them.

Organisational culture is a subculture that identifies working philosophies, designs and practices peculiar to an individual organisation. The effect of this process is to generate values, ideas and practices, at the level of and appropriate to circumstances of a particular organisation. The notion philosophy is concerned with abstract values and ideas, not directly with concrete methods and techniques but may serve to guide and structure concrete action.

Currently, action is taken in organisations to change structures of work experience and to multiply the opportunities which the employees and management have for developing new perspectives, attitudes and ideas for operational purposes. All these lead to a deliberate development of an organisation culture which is consciously sustained in an organisation.

Various methods are discussed in management literature that pertain to bringing about changes in organisational culture. Some individuals and groups in an organisation may wield considerable influence on the staff that might help changing staff attitudes and behaviours. Knowledgeable persons who have a willingness to share their knowledge and experience with others. Generally known as gatekeepers, may help building up right perspectives in persons in an organisation.

The different techniques mentioned in the earlier section on 'changing perspectives and attitudes' deal with introducing changes:

- through various kinds of influences;
- by organisational restructuring;
- by engineering changes in work environments.
Oral Communications

Among the various kinds of oral communications, both formal and informal, meetings occupy an important place in shaping the behaviour of employees in organisations. A meeting is a communication process which brings together a group of persons with a common interest, to accomplish some purpose or goal. The sharing of knowledge and experience allows participants to be involved in planning, decision making, problem solving, negotiating, evaluation, consultation and/or information dissemination. Various types of committees constituted for different purposes hold regular meetings to discuss issues on different aspects of the organisation. Ad hoc committees also are constituted to deal with problems of special nature.

The constitution of committees, agenda preparation to discuss issues, purposeful discussions in meetings, preparation of minutes of meetings are the different aspects of meetings that should get proper attention.

Statutory meetings such as meetings of Executive committee, Advisory committee, Finance committee, are held at regular intervals with appropriate agendas. Besides there could be several meetings of specially constituted committees for different purposes in which a large number of individuals participate and get a sense of involvement in various affairs of the organisation.

Handled effectively and efficiently, meetings will result in creative thinking, multiple thought input, enhanced group cohesiveness, cooperation, and communication leading to better decision-making in solving problems.

Written Communication

Written communications in organisations include reports of various kinds such as annual reports, monthly or quarterly reports, reports on special issues, project reports-interim, progress and final versions, financial reports. Proposals for special projects, in-house publication in the form of bulletins, newsletters, journals and such others also emanate from organisations to serve specific purposes. Deputation reports by individuals of visits outside the country could be not only informative but also may provide scope for new contacts and exchange relations with institutions in different countries.

Other Methods

There are several other methods besides formal and informal communication to bring about cohesiveness, coordination and cooperation among personnel in organisation to obtain best results. Some of these methods pertain to leadership strategies, motivation, conflict resolution, grievance procedures, environmental improvement to reduce stress, improve working conditions, healthcare, etc. Administrative control to exercise power, authority, and influence judiciously to introduce healthy discipline, organisational behaviour could be other means to obtain tangible results.

These methods could be very effective if carefully planned and executed. Otherwise they could be counterproductive.
Quality Circles

Quality Circles (QCs) are current methods of opening up new channels of communication in participative management. They are described as "small groups of employees who normally work together, meeting regularly to agree upon ways of improving quality, productivity and other aspects of their day to day working arrangements. They are usually composed of persons between five and ten, voluntarily participating, led by a supervisor selected from within the working group. They usually meet regularly to discuss problems of quality and quantity of output and relevant working arrangements. They, however, take a number of different forms, according to situations in which they exist.

This is a Japanese philosophy and style of management, as a counterpart to the notions of scientific management. Their characteristics are that they:

- form an integral part of the management philosophy and approach, not something added on to the existing structure;
- are endowed with authority to implement any changes which may be agreed upon after consideration of the problem;
- are integrated with other policies which protect the integrity of those individuals who participate.

The underlying belief in 'quality circles' is that persons working at shop floor levels in industry (at various operating levels, in our context) may have ideas and experience that would contribute to improvements to any existing practice or technique of work, if they are properly concretised. If such new ideas and work experience are discussed among the colleagues who are also well versed in those aspects of work, management should take advantage of such ideas and thoughts and consider their implementation after testing their efficacies. For more details on quality circles see Unit 3 in Block I of this course.

11.8 : Personnel Policy

Planning and policy making are supplementary and complementary to each other. Policies are guides, helping a specific course of action. They can be general or specific. General policies are used on a wide organisational basis and are usually broad and comprehensive. They affect all department and all levels of staff. Specific policies relate to operational levels of work, having significance to a specific department or division. Rules, and procedures are to be framed according to set policies.

An effective set of personnel policies serve a number of different functions. Firstly, formulation of policies may require the management to think on the needs of both the employees and the organisation. Secondly, it may lead to consistent application and treatment to all employees, minimising both favouritism and discrimination. Thirdly such policies would assure continuity of action, irrespective of change in supervisors in any department or division.

Policies are communicated to employees through communication channels and should be
administered uniformly and equitably.

In the context of planning of human resources, policies would guide the process of planning with reference to the formulation of the plan and its implementation.

11.9 : Human Resources Planning for Libraries and Information

Libraries and information centres as they are today in India, are not for profit organisations and are in the group known as service sectors. While there are many in-service sectors like banking, insurance, health services, etc. operating on a business basis, earning profits on their services, library and information services cannot be compared with these service sectors, although there are certain library and information services which offer services only at a price. This is one of the biggest constraints that these information institutions are to cope up with at present.

Most of these information institutions are operating as constituent part of various institutional complexes like R&D establishments, Universities, Government Departments and others, and therefore, are largely conditioned and controlled by personnel policies and plans of the parent organisational complexes. While there are benefits to personnel operating in libraries and information, arising out of this practice, independent thinking with reference to devising plans and policies exclusively for information personnel is yet to commence. No systematic studies appear to have been made dealing with management problems, much less personnel problems.

In this situation, personnel plans and policies discussed here would perhaps appear to be only of academic interest. However, situations are bound to change; and they are slowly changing indeed. Various compulsions like fund crunch, increasing demand for information, emerging business approaches in information products and services, consequent emphasis on quality, and market characteristics with competitors, etc. are driving information institutions to rework their operational structures and organisational developments to function more effectively in a commercial environment. In this context all that have been discussed in this unit would be relevant and useful.

While preparing a plan document on human resource development, following must be noted:

While preparing a plan document on human resource development, following must be noted:

Such a plan would derive its initial guidelines and strength from the broad goals that would keep users and their information needs at the centre, building up collections and stocks, relevant and appropriate to user needs, with facilities for access and availability, and well conceived user services.

On the basis of the above objectives and goals, the steps in personnel planning would constitute the following:

- Estimating personnel needs for the present and future, using techniques of forecasting;
- Establishing result oriented recruitment and selection procedure for new staff;
Inducting new staff to the organisation, applying techniques that would be conducive to retain the best and ensure excellence in all aspects;

- Progressive policies of personnel development to treat the staff with respect and concern for their future, applying appropriate methods and techniques, suggested in this unit;
- Ensuring quality to products and services, keeping customer satisfaction as the primary objective;
- Evaluating results at periodic intervals to improve efficiency and effectiveness.

11.10: Human Resources Development

Human Resources Development (HRD) is the process of helping employees in an organisation to acquire competencies. This help is given to employees in a planned and continuous way to:

- acquire and sharpen capabilities required to perform various tasks associated with their recent and expected future roles;
- develop their general capabilities and discover and exploit their inner potential for their own and/or organisational developmental purposes,
- develop an organisational culture in which supervisor-subordinate relationships, teamwork, and collaboration among sub-units are strong, and contribute to the professional well-being, and pride of employees;
- facilitate upskilling and improved abilities by the introduction of mechanisms (instruments or sub-systems) such as training, performance appraisal, organisational development (OD), feedback, counselling, career development, potential development, job rotation, incentives, awards and rewards.

11.10.1: Need for and Purpose of HRD

Personnel constitute the most important and vital key to the effective functioning of an organisation. Their knowledge and skills have to be constantly upgraded to handle new tasks to achieve organisational success. Not only employees competencies and abilities have to be enhanced but their motivation, dedicated involvement, sense of personal participation and above all full commitment to organisational goals, objectives and targets are absolutely essential.

The purpose of involving employees with increased knowledge and skills is obviously to achieve the organisation's goals and targets successfully. The twin factors that will ensure success to any organisation in enhancing their goodwill and reputation in the field are customer satisfaction and quality of products and services that an organisation offers.

Therefore, HRD is necessary for any type of organisation for:

- Survival and stability;
- Growth and development;
- Change and diversification;
- Retuning activities to become more effective;
- Providing highest quality in products and services;
- Playing a leadership role in the field;
- Obtain goodwill and reputation through customer satisfaction.

11.10.2: HRD Mechanisms, Instruments and Systems

Human resource is the most important factor for an organisation using diversity of resources to achieve the targets successfully. There must be, therefore, well thought out means, mechanisms, instruments and systems for human resources development.

The following schematic diagram sums up the HRD linkages with the means and mechanisms:

<table>
<thead>
<tr>
<th>HRD Mechanisms/Instruments</th>
<th>HRD Processes</th>
<th>HRD outcome variables</th>
<th>Organisational effectiveness dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRD Dept.</td>
<td>Role clarity persons</td>
<td>More competent</td>
<td>High productivity</td>
</tr>
<tr>
<td>Performance appraisal</td>
<td>Planning of development of every employee</td>
<td>More developed roles</td>
<td>Growth and diversification</td>
</tr>
<tr>
<td>Review discussion, feedback counselling sessions</td>
<td>Awareness of competencies required for job performance</td>
<td>Higher work commitment and job involvement</td>
<td>Cost reduction</td>
</tr>
<tr>
<td>Role analysis exercises</td>
<td>Proactive orientation</td>
<td>More trust</td>
<td>More profits</td>
</tr>
<tr>
<td>Potential development exercises</td>
<td>More trust</td>
<td>More problem solving</td>
<td>More profits</td>
</tr>
<tr>
<td>Training policies</td>
<td>Collaboration and team work</td>
<td>More trust</td>
<td>Better image</td>
</tr>
</tbody>
</table>

- Communication policies
  - Authenticity
  - Openness
  - Risk taking
  - Better generation of internal resources
  - Better health
  - More team work
  - Synergy and respect for each other
  - Environment Technology
  - Resource availability
  - History
  - Nature of Business, etc.

- Job rotation
- OD exercises

- Rewards
- Job enrichment programs
- Other mechanisms

- Value generation
- Clarification of norms and standards
- Increased communication
- More objective rewards
- Generation of objective data on employment
- Better image
The above schematic table illustrates list of HRD mechanisms, process variables, process outcomes and dimensions of organisational effectiveness. It is to be noted, as shown in the tables, that the organisational effectiveness depends on a number of other variables like environment, technology, competitors, top management styles and commitment, line manager's deep involvement, etc.

Other things being equal, organisations that have a well deemed HRD programme, competent, satisfied, committed and dynamic personnel would indeed do better than those organisations that do not have proper HRD programmes and the right type of personnel.

11.10.3 : HRD as a Process

HRD is a continuous process and not merely a set of mechanisms, instruments, techniques. The mechanisms and techniques such as training, performance appraisal, counselling, interventions on organisation development, etc. are meant to initiate, facilitate and promote the process. However, these mechanisms, instruments and techniques need to be constantly reviewed for their effectiveness. Organisation can facilitate this process of development by planning for it, by allocating organisational resources and exemplify HRD philosophy that values human beings and consciously promotes their development.

The premises to this thinking are based on three basic concepts of HRD:

i) Persons working in an organisation are regarded as valuable resources implying that there is a need to invest time- and effort in their development;

ii) They are human resource with all the special characteristics and hence cannot be treated in the way other resources are handled. This focuses on the need to humanise organisational life and introduce human values in the organisation;

iii) Human resource handling does not merely focus on employees as individuals, but also on other human units and processes in the organisation.

This human approach to HRD, therefore, deals with six concepts which should determine HRD process in relation to HRD systems and activities. These concepts are:

- Individual employee: Self-management, Competence building, Advancement;
- Role: Optimum stress, Linkage, Autonomy;
- Dyad (consisting of the individual and the boss): Trust, Mutuality, Communication;
- Team: Cohesion, Resource utilisation;
- Inter team: Identity, Collaboration;

These concepts are superimposed on HRD systems namely Appraisal, Career, Training, Work, Culture, Self-renewal systems. Let us study these concepts and systems briefly.

**Individual Employee: HRD** hinges on individual development, so that jointly they would contribute maximal to the organisation growth and development. Three aspects concern the individual development viz. Self management, competence building and advancement
Role: Role is the position an employee occupies as deemed by expectations of different significant persons (who have face-to-face relationship with role occupants) have with the person. It is not, however; synonymous with position in an organisation. In fact individual roles have to be examined independently.

Three aspects are concerned with roles of employees viz. optimum stress, linkages and autonomy. Optimum stress refers to tuning a person to rise his/her contribution to an optimum level. Linkages provide for infra and interrelations between individuals and teams within the section and outside. Autonomy permits an individual to display initiative in dealing with a new situation and solving problems:

Dyad: The dyadic (an employee and the supervisor) are the basic building blocks of an organisational structure. This bond of relationship should be strong enough to deliver the maximum to the organisation. Trust, mutuality, communication are three aspects that guide this bond of relationship.

Team: It is only team work that ensures success to an organisation. Cohesion, resource utilisation are the necessary ingredients that should build up team work.

Inter Team: Cooperation among the different teams i.e., between teams in a section, between teams of different sections, sectional teams with higher level divisions and departments, is essential for achieving corporate objectives and goals.

Organisation: An Organisation needs to be dynamic and should respond to changes in environments, advances in technology, diversifications of products and services. Growth, impact and self-renewal are three aspects that deserve attention.

Appraisal System: Appraisal systems concern three main aspects - performance, potential and performance coaching. It is said that performance appraisal is practised widely in assessing individual and team performances, the other two seldom get full attention.

Career Systems: These concern the advancement of individual employees in building up a career in the organisation. Career development plans, career planning and monitoring are the aspects that are developed in career systems.

Training System: This is a widely used system in most organisations to build staff skills. However attention needs to be given to the different types of training required, inhouse training or training by professional bodies or institutions, evaluation of trained employees and utilisation of the training gone through, etc.

Work Systems: This aspect relates to work related issues and should be examined at every level - managerial and operational. Task analysis, quality of work life (work place democracy, autonomous work groups, participating management, etc.), productivity and quality of products and services are some more important aspects that deserve considerable attention.

Cultural System: For the development of organisational culture, an appropriate organisational climate is necessary. Communication within the organisation that includes
top-down, bottom-up, horizontal, circular, and external communication ensure a smoothness in employee and employer relationship.

Another aspect is the reward, incentive schemes, both for individuals and teams that will generate greater involvement of employees in work and promote quality. The award, reward and incentive scheme should be judiciously implemented otherwise it will produce the opposite results.

**Self-renewal System:** A healthy organisation is highly conducive to success and growth. Activities, methods and techniques will have to be reviewed constantly to improve the impact and effectiveness of the organisation. This is done through organisation development which is concerned with development of competency through effective teams to diagnose the problems and initiate process of collaborative work to deal with them. Process competency is improved, aiming at maintaining profiles of organisational health, monitoring organisational health, assisting 'sick' units, helping interested units and departments in self-renewal, conflict management, creation of strong teams, etc.

Organisational learning which is learning through involvement and experience in the organisation and effectively utilising such improved capabilities.

Another important aspect is research orientation in HRD. Collecting data on different issues, analysis of such data, interpretation, evaluation and application of results constitute the aspects of work of research.

These two sets of parameters constitute a matrix that brings out the relationship between them. The table given below sums up this relationship.

<table>
<thead>
<tr>
<th>HRD Concept</th>
<th>Appraisal</th>
<th>Career</th>
<th>Training</th>
<th>Systems</th>
<th>Work</th>
<th>Cultural</th>
<th>Self-renewal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person</td>
<td>Performance</td>
<td>Development Planning</td>
<td>Identity Training Needs</td>
<td>Role Efficiency</td>
<td>Reward Acculturation</td>
<td>Involvement</td>
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<td>Potential</td>
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<tr>
<td>Role</td>
<td>Develop critical attributes</td>
<td>Job rotation</td>
<td>Task analysis</td>
<td>Job enrichment</td>
<td>Stress management</td>
<td>Communication</td>
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<td>Dysi</td>
<td>Performance review &amp; coaching</td>
<td>Mentoring</td>
<td>Training in performance</td>
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<td>Feedback on HRD</td>
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<tr>
<td>Team</td>
<td>Appraise teamwork</td>
<td>Identification of trg. Needs</td>
<td>Developing curriculum</td>
<td>Autonomous work groups</td>
<td>Team building</td>
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<td>Team counselling</td>
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<td>Team appraisal</td>
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<td>Jator Team</td>
<td>Common procedures of appraisal</td>
<td>Productivity</td>
<td>Communication</td>
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<td>Organisat</td>
<td>Linkage of appraisal with goals &amp; values</td>
<td>Succession planning</td>
<td>Quality of work</td>
<td>Climate of work life</td>
<td>HRD</td>
<td>Organisational learning</td>
<td></td>
</tr>
</tbody>
</table>
While the top management is responsible for a well deemed programme, evolving strategies, setting appropriate goals and targets, it is the line managers who have to implement programmes to give the organisation the aimed success. Much of the above discussions that have been on HRD pertain to the implementation process by line managers.

11.11 : HRD in Indian Libraries and Information Centres

Human Resources Development, as has been discussed above, does not seem to be operative in any library and information centre in India. Human resource aspects are handled, by and large, by parent organisations to which the L/IC is attached. The administrative departments deal with personnel, mostly in relation to salary and allowances, discipline and control, training and deputation to conferences, performance appraisal in a limited way, and a few others. Many of these developmental process are confined only to certain levels and do not percolate to dower levels. No HRD department, exclusively to take care of all human resource problems appears to be in existence in any library/information centre.

As libraries and information centres are growing, particularly with reference to collection and services, and sophistication in terms of computerisation and networking, it is necessary to give full attention to human resource development. Some of the aspects, among others that might help L7ICs to contribute substantially their share in supporting efforts towards socioeconomic activities, may include:

- Personnel planning
- Orientation, introduction to L/IC's goals, objectives, targets and activities
- Productivity, customer satisfaction
- Quality of products and services
- Acquisition of new knowledge and skills
- Task analysis for proper deployment of personnel
- Performance reviews and appraisal
- Motivational aspects
- Developmental supervision
- Counselling and monitoring

Professional education and training institutions also should share responsibilities to induct research in HRD; initiate efforts for plans and programmes to study the diversified requirements of personnel in libraries and information centres. Studies are necessary to assess the manpower needs for the present and future activities and regulate the supply of the different categories of personnel required. Quality and value added information systems and services and achievement of excellence are to be inculcated into the profession through
appropriate motivation programmes by professional associations and societies.

11.12 : Summary

Giving an overview of Human Resources Management, this unit has presented the following aspects:

- A historical perspective of human resources management and application to achieve corporate goals and objectives;
- Management of human resources in organisations at the macro and micro levels. The macro level expounds strategic planning and forecasting of manpower; and the micro deals with the implementation of plans and policies, procedure and rules laid down by the macro planning. The top management is involved in the former and the line managers operate at the executive levels;
- It is the personnel that are responsible for all the actions and activities of management evolved and executed in an organisation. Hence the most important aspect is human resources development.
- HRD is essential for an organisation to achieve success. It comprises a number of methods and techniques and organised through various means, mechanisms, instruments and systems.
- Gaining knowledge, acquiring new and innovative skills, competency building of employees at all levels of work, are basic function of human resources management. Alongside these competence, dedicated involvement, motivation, commitment are other aspects that require attention in HRD in an organisation.
- All the strategies, methods and techniques supported by mechanisms, instruments and systems, are applicable to managing human resources in libraries.
- Some of the aspects of human resources development in libraries and information centres are described.

This unit gives a fairly detailed description of the different aspects of human resource planning as indicated below:

- Define human resource planning with reference to its nature and scope;
- Explain the need for human resource planning in organisations;
- Describe the elements of human resource planning viz. estimating manpower requirements, recruitment and selection of personnel, induction and deployment of new entrants, different aspects of personnel development;
- Explanation of methods and techniques that have been developed for application to the different elements of Human Resource Planning mentioned above. Some of them are relating to estimating personnel for recruitment and selection, induction, training and communication which pertain also to shaping organisational behaviour of employees and
building perspectives. Quality circles as a method of participative management is also briefly explained;

- Formulation of policies that guide planning is also explained;
- Finally the relevance of HRP in the context of Indian libraries and information is dealt with, indicating its value and importance in the years to come.