
UNIT 11 HRD STRATEGIES AND EXPERIENCES

Objectives

After going through this unit, you should be able to do comparative study of:

- 1 various HRD instruments and sub-systems used in different organizations;
- 1 role of change agents in organizations discussed in this unit; and
- 1 involvement of line managers and top management in these organizations.

Structure

- 11.1 Introduction
- 11.2 Larsen and Toubro Ltd. (L & T)
- 11.3 Crompton Greaves Ltd. (CGL)
- 11.4 L & T Construction Group
- 11.5 Jyoti Ltd.
- 11.6 TVS Iyenger & Sons
- 11.7 Voltas Ltd.
- 11.8 Sundaram Fasteners Ltd. (SFL)
- 11.9 Bharat Earth Movers Ltd. (BEML)
- 11.10 OD in BHEL, Bhopal
- 11.11 Bank of Baroda (BOB)
- 11.12 State Bank of India (SBI)
- 11.13 State Bank of Patiala (SBP)
- 11.14 Indian Oil Corporation (IOC)
- 11.15 Steel Authority of India Ltd. (SAIL)
- 11.16 HRD Instruments and Sub-systems
- 11.17 HRD Processes and Outcomes
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11.1 INTRODUCTION

A strategy is a course of action planned to be undertaken to achieve desired goals. HRD strategy indicates the desired course of action planned by an organization to achieve HRD goals or HRD outcomes. The course of action may deal with the choice of various means to achieve the desired goal and a plan for implementing the chosen activity or action. Thus HRD strategy adopted by an organization may deal with the following dimensions:

- 1) What are the HRD goals? What major purposes is the HRD strategy supposed to serve?
- 2) What instruments are expected to be used? In what order are they expected to be used? What are the assumptions made in choosing these instruments?
- 3) What are the ways in which the HRD methods/instruments are envisaged to be implemented?

In this unit these issues are explained in detail. The strategy used to explain these issues is means of some case studies of a few organizations.

A few organizations that have attempted to develop HRD are chosen and brief descriptions about these organizations and their decisions to implement HRD are presented below. Inferences about the strategies they have used are made subsequently*.

The case studies presented here are based on the actual HRD experiences written and presented by senior managers for their respective organizations. These case studies were presented and discussed in two of the annual conferences of the National HRD Network. One of them was held at Madras in 1987 and another at Delhi in 1989.

The HRD experiences narrated in this unit reflect the HRD practices existing at that time in these organizations. It is believed that the HRD activities undertaken by these organizations had some impact in terms of the functioning of the organization. As explained in Unit 1, the organizational outcomes (output, profit, productivity, etc.) are influenced by a variety of factors. The HRD climate and HRD culture is only one of the several significant factors affecting the organizational effectiveness.

Therefore, an excellent HRD profile, excellent HRD practices and excellent HRD climate at a given point of time may not guarantee continued effectiveness of the organization for all times to come. HRD profiles need to be constantly upgraded and HRD climate needs continuous strengthening and renewal.

These case studies therefore, should be taken as illustrations of HRD activities and not necessarily as examples for blind imitation. The case studies are intended to facilitate learning about various aspects of HRD for an interested learner.

How to Use these Cases

- 1) These cases may be read and discussed in small groups. The following questions may be used for discussion :
 - i) What are the various HRD practices/sub-systems/mechanisms used by the organization?
 - ii) Which of the practices seem to be more critical or effective in that organization?
 - iii) How did these practices influence the HRD climate of the organization?
 - iv) How do you characterise the HRD climate or culture of each organization?
 - v) What role did HRD play in organizational effectiveness ?
 - vi) What seems to be the HRD outcomes ?
 - vii) What lessons can one draw about implementing HRD ?
 - viii) What is the role played by top management ?
 - ix) What are the roles played by line managers?
 - x) What are the roles played by the HRD/Personnel staff ?

* The case studies and inferences reported here are taken from an earlier published article on Strategies of Developing Human Resources by T. V. Rao published in the HRD Newsletter of the Centre for HRD XLRI, Jamshedpur and the National HRD Network.

- 2) These case studies should be read once again after completing all the four blocks and the same questions may be again attempted to be answered.
- 3) Visit any organization in your city and try to prepare a similar case study of HRD in that organization.

11.2 LARSEN AND TOUBRO LTD. (L &T)

L&T probably the first organization in India to introduce an integrated HRD system HRDS. The HRD system was suggested by consultants while they were looking at the performance appraisal system for officers. The consultants felt that a development oriented performance appraisal system may not achieve developmental objectives unless accompanied by other sub-systems like potential appraisal, employee counselling, career planning and development, training and OD. HRD system was introduced by L & T in the year 1975 with the introduction of Performance Appraisal and Feedback and Counselling sub-systems like; potential appraisal, employee counselling, career planning and development, training and OD. HRD system as introduced by L & T in the year 1975 with the introduction of Performance Appraisal and Feedback and Counselling sub-systems. A high level task force was constituted to implement the HRDS. The task force functioned upto the year 1979. L & T had a strong training department which was conducting a large number of training programmes and occasional OD exercises prior to this. These were further strengthened with the introduction HRDS by linking training and performance appraisals and by stepping up OD activities. The starting of HRDS was also marked by the bifurcation of the Personnel Department into Personnel and HRD departments. The critical attributes required for various jobs were also identified but a potential appraisal system is yet to be finalised.

11.3 CROMPTON GREAVES LTD. (CGL)

CGL started thinking about introducing HRD systems in 1979-80 when an ambitious expansion and diversification programme was launched. Through a series of seminars using external consultants and internal Human Resource Department, a climate was created where manager started looking forward for HRD interventions. Decision to introduce HRD systems in a systematic way was taken by the top management after a presentation to the top management to and details of such a system. A high level HRD task force was constituted to implement the HRD system. The task force identified Role Analysis, Performance Appraisal and Counselling as priority areas. By 1986 a number of role analysis exercises were completed bringing about increased clarity of roles through the use of role-set groups. The role analysis exercises were extensive and involved several top management teams. A new performance appraisal system with considerable emphasis on team work was evolved. Performance counseling was also introduced independent of appraisal. Potential development exercise using in-basket exercise are also being tried out.

11.4 L&T CONSTRUCTION GROUP

With phenomenal growth in its business in the seventies and stiff competition in the Indian and International Market, the Engineering and Construction Corporation Ltd. wanted to reorganize itself to meet the new challenges and opportunities. An external consultant was used to look into the organisation and suggest changes. As a part of his report he also suggested to use of OD intervention to maintain organisational health, aid the process of change and increase role effectiveness. The OD process was started in 1983 with a diagnostic study.

A group of senior executive was formed into an OD group to design and implement OD intervention with the help of the OD consultant. Role analysis exercises were conducted initially to bring about more role clarity, the need for which was indicated by the diagnostic study. The role analysis exercises also resulted in building the OD group as a team. The OD group identified several issues facing the company, prioritised them and formed task forces to work on these issues. One of the issues identified on a priority basis was performance appraisal. Another was reward system. As a result of the OD interventions, a new appraisal system called as performance analysis and development system (PADS) has been developed and is being implemented.

11.5 JYOTI LTD.

HRD function in Jyoti was started in 1980 in a modest way with the appointment of a HRD manager. The function was started to catalyse and facilitate individual growth and organisation effectiveness. The HRD effort in early years resulted in attempts to redesign the performance appraisal systems. These efforts did not result in any changes due to problems of acceptance. It was only in 1982 that renewed efforts were made by the new HRD manager to introduce various HRD sub-systems and processes. Conducting in-house programmes to develop competencies of individuals, instrument-based feedback and counselling of executives, organisation diagnosis and OD interventions redesigning performance appraisal systems using participative processes etc. were some of the HRD activities introduced. As there was a change in organisation structure of the company in 1983, the HRD department used the opportunity to initiate OD activities in some parts of the organisation. A series of OD exercises were organised to improve individual interpersonal and team effectiveness.

11.6 TVS IYENGAR AND SONS

TVS & Sons has a long tradition of being an organisation with concern for its employees. With changing environment by late seventies TVS & Sons started facing a highly competitive environment. To meet the challenges of the changing environment, higher level competencies needed to be developed in the supervisory and managerial staff. Recognising this need the company took a decision to divide the personnel function into personnel administration and HRD and started a HRD department in 1983. The department was charged with the responsibility to encourage excellence to create an organisational climate where employee will strive towards better performance, to maintain fairness and justice and to develop problem prevention competencies. The HRD department was given the functions of manpower planning, job rotation, training, potential appraisal, career planning, job enrichment, suggestion schemes, liberal education, research and organisational analysis, attitude surveys and reports, control and long-range planning,. After the department was established, a new development-oriented performance appraisal system was introduced, training activities were systematized and manpower planning is being done to prepare the organisation for a better future.

11.7 VOLTAS LTD.

The top management of Voltas always believed that their people are their strength. This belief has been brought to focus in the last few years through mechanisms like performance appraisal, counseling, management development, communication policy, potential appraisal, training etc. Voltas did not have a department separately for HRD

apart from their training and manpower development unit which was a part of the Personnel Department. However, HRD culture was attempted to be brought in the company in a variety of ways. In 1977 itself while reviewing the reasons for its poor performance, the Managing Director identified the inadequate attention paid to the development of human resources as one of them. In order to ensure development of human resources and generate a healthy organisation climate, a communication policy was evolved. This policy aimed at wider participation in a decision-making, openness and regular flow of information. Voltas have revised their performance appraisal systems from time to time. In 1982-83 they redesigned the managerial appraisal system focusing it sharply on management development. It had the multiple objectives of strengthening managers as individual, developing them for higher level positions, strengthening working relationships providing a basis for OD exercise and increasing accountability. Voltas also have a strong base in training and OD.

11.8 SUNDARAM FASTENERS LTD. (SFL)

SFL is a member of the TVS group of companies. Starting its manufacturing operations in 1966, they diversified into Cold Extrusion in 1976. They opened a second fastener plant in 1981. IN 1983 they further diversified into manufacturing Powder Metal Products with German collaboration. Their sales turn-over rose from Rs. 4 crores in Products with German collaboration. Their sales turn-over rose from Rs. 4 crores in 1977-78 to Rs. 27 crores in 1984-85. This steep growth in a short period from a single product in a single location to a multi-product, multi-location company necessitate a need for HRD in the company. The multi-location produced a depletion in trained manpower and consequent problems and gaps at various levels. The HRD department is placed in the Corporate Planning & Development Wing. The HRD unit started working on organisation structure (focusing on clarifying-reporting relationships outlining key responsibility areas), manpower planning, recruitment, placement, development-oriented performance appraisal system, training and development, rewards, and career planning. For introducing the new appraisal system, extensive research was done, a new system was evolved, experimented and finally adopted after conducting oriented programmes. The Chairman & Managing Director also participated in these workshops to communicate the top managements interest. Training needs were identified through PAS and the training function was strengthened. SFL is working on the other mechanisms simultaneously.

11.9 BHARAT EARTH MOVERS LTD. (BEML)

BEML is one of the few public sector companies that have shown consistently steady and fast growth in the last 15 years. During 1976-77 the top management decided to reorganize BEML to make it grow at a much faster pace. External consultants were engaged to assist the company on long-term planning and reorganization. The consultants with the help of a high level internal task force suggested a new organisational structure. Along with the new structure, they recommended the introduction of HRD system to develop the competencies of the BEML staff. In 1978, the Personnel Department was upgraded with a General Manager in-charge of it and renamed as Human Resources Department. A Director level position was also created. An Advisor at the General Manager level was also hired to implement the HRD system in the company. A development-oriented performance appraisal, performance counselling, training career development and potential appraisal exercises were initiated in 1978 and 1979. The appraisal system was modified subsequently over a period of time and the training function was strengthened.

11.10 OD IN BHEL, BHOPAL

BHEL, Bhopal, maintained a constant upward trend of production from 1972-73 till 1976-77. In 1977 there was a sudden dip in production which caused considerable. A problem-identification workshop was held. An OD department was also cleaned in 1981. Starting from this, a number of OD interventions have made by the OD departments using internal task forces as well as external consultants. These include management employee communication meetings, team building programme, survey feedback on organizational health and motivational climate etc. The company is in the process of introducing a new performance appraisal system.

11.11 BANK OF BARODA (BOB)

The HRD Department in Bank of Baroda was established in the year 1978 as a part of the Personnel Department. The need for a separate HRD department to look after manpower planning, training and performance appraisals was suggested by a consultant appointed by the Bank to suggest mechanisms to strengthen the Head Office. After its establishment the HRD department brought about major changes in the appraisal system and developed through a participative process, a development-oriented appraisal system for officers. The Employee Performance Review System (EPRS) was finalised using top level committee and top management support. Self-review, performance review discussions, identification of constraint, development decisions on the basis of self-appraisal and review are some of the components of the new system. The HRD department also enriched the training function and prepared eventually a skill-inventory covering about 10,000 employees for use for various Human Resource Decisions. In the first year of implementation of EPRS itself, the HRD department made 72 interventions towards department decisions. Officers were trained in the new system through 65 seminars. The EPRS is reviewed periodically to make further improvements.

11.12 STATE BANK OF INDIA (SBI)

A decision to introduce HRD system was taken at a workshop attended by the Chairman of the SBI and the Managing Directors of SBI and its associate banks. The workshop was addressed by an external consultant who explained the HRD philosophy.

The associate banks appointed HRD manager subsequently but could not make much headway except designing a new appraisal format common to all associate banks and conducting periodic surveys on motivational climate. It was only in 1979 when the SBI appointed a Chief General Manager, Personnel & HRD and a Chief Officer, HRD at the Central Office, that the HRD started gaining momentum in the SBI. Simultaneously HRD departments were started and HRD managers appointed in different circles of the SBI. The HRD efforts started by introducing a new development-oriented performance system. Given on size of the organisation, with about 40,000 officers to be covered, introduction of the new appraisal system had to be based on adequate experimentation and orientation of all staff to the philosophy and objectives of the new system. After about 5 years of experimentation and evolution the new appraisal system was formally introduced by the bank in 1986. The HRD department of the SBI also started working simultaneously from 1979 on job-rotation, training, OD career development, feedback and counselling, feedback and counselling sub-systems.

11.13 STATE BANK OF PATIALA (SBP)

HRD department was started in the State Bank of Patiala in 1976. It had the objective of developing systems for developing and harnessing the talents of people and meet the challenging expectations of the community. In the early years the HRD activities was limited to training and survey feedback. In the early eighties the department started playing an important role under the leadership of an MD who strongly believed in HRD. The training system was streamlined, a job-rotation programme was undertaken, OD work aiming at team development was initiated in some branches, and a new performance appraisal system is being evolved. The bank also worked out a human resources information system which was used for career planning and manpower planning. Periodic surveys of HRD climate are being conducted.

11.14 INDIAN OIL CORPORATION (IOC)

IOC has about 31,000 employees and fifth of them are officers. Beginning from 1964 the company had grown big in size and started experiencing problems like communications and logistics with indications of some degree of alienation among its employees. With the ever-changing environment the company felt the need for an examination of its organisational health for self-renewal. To meet this need, the Corporation started new functions. Corporate planning functions was started for carrying out environment scanning, a resource audit was initiated to decide strategic options. HRD function was initiated to prepare the organisation to implement the strategic options. The HRD department was established in June, 1983 with the task of designing a comprehensive HRD system and implementing it. The HRD department's work began by the Chief HRD Manager conducting a role analysis exercise in the context of the HRD needs of the divisions. The department also conducted a series of workshops with the top management and senior executives to evolve and clarify the role of the HRD department. Assistance of an external consultant was also taken to facilitate the implementation of HRD. In 1984 HRD departments were set up in Refineries and Pipelines division and Marketing Headquarters and a seminar was conducted to develop HRD personnel to take up HRD tasks. A series of workshops were conducted to create a positive climate in the company for implementing HRD. Along with these, surveys were conducted to measure the organisational climate. Role analysis exercises were conducted to bring about role clarity. The role set based approach was used for this purpose. Key Performance Areas and critical attributes created with each focal role were also worked out. The process of implementation of HRD was being fed to the Board periodically and the Board kept taking decisions. For example, in 1985, on the basis of the progress report, the Board decided to set up HRD departments in each unit of Refineries and Pipelines division and in each region of Marketing division. A three week intensive programme was offered for all HRD staff. About 40 workshops were conducted upto mid 1986 to enhance the HRD competencies of HRD and line managers.

11.15 STEEL AUTHORITY OF INDIA LIMITED (SAIL)

SAIL is the biggest industrial company with assets worth Rs. 6,000 crores and employees numbering 2,50,000. The new Chairman who took over in 1985, found in his diagnostic efforts that SAIL's manpower is its biggest strength but it has not been but to full use. He got a feeling that SAIL has become a bureaucratic organization and its image could be far better and its employees can do a lot more, the result of

which will have an impact on the country's economy. He initiated a series of internal discussions involving a large number of executives to reflect and work out priorities for action. This internal mobilization of human resource led to the identification of priorities which included the improvement in work culture, capacity utilisation, productivity, control of cost and customer services. Work culture was sought to be improved through team work, information sharing, human touch, job-enrichment, discipline, operational consistency and development of employees. The 'Priorities or Action' became a kind of an OD intervention to bring about a new culture in the organisation. A new performance appraisal system was designed with development and differentiation of performance as objectives. The new appraisal system is very such of a HRD oriented system requiring offices to identify tasks and targets every years, anticipate constraints, plan actions to overcome them, review performance, identify developmental needs and counsel poor performers to help them develop. Thus without bringing in any structural changes like adding new departments SAIL is set to evolve a new culture that value human beings at work.

11.16 HRD INSTRUMENTS AND SUB-SYSTEMS

General observations are made below on the basis of an analysis of HRD experiences of these 14 companies.

Need for New HRD Instruments

From an analysis of the HRD experiences of these companies, the source of inspiration for introducing new HRD system seem to come from one or more of the following :

- 1) To support the structural and strategic changes made by the organisation to orchestrate its growth and expansion (BEML, IOC, SBI, L&T, ECC, Jyoti, CGL, TVS, Voltas, SFL, BOB).
- 2) Recognition by the top management of the importance of HRD and their responsibility to promote it for the goods of the organisation (L&T, SBI, SBP and Voltas).
- 3) To prepare employees to respond to the increasing problems faced by the organization both internally (dissatisfaction, delays, fall in productivity etc.) and externally (high competition and falling market situation etc.) IOC, BHEL, TVS and SAIL.
- 4) To keep the image of the company up by adding such modern instruments to its structure (none of the 14).

From this, it may be concluded that most companies seem to perceive HRD as an instrument to orchestrate the growth of the organization by preparing its people to strive for/or facilitate such growth or at least maintain internal stability.

Operating Mode

Having decided to strengthen the HRD function, how does one go about doing it ? There are many ways of doing it. These include :

- i) Using the existing Personnel Department (SAIL).
- ii) Strengthening the Personnel Department by equipping them with new competencies (Voltas, CGL).
- iii) Training all managers and making them recognise their role in HRD without adding any new department or roles.

- iv) Adding the HRD role to the other roles of the Chief Executive or some top level managers.
- v) Using task-forces (SAIL, partially SBI, BEML, BHEL, L & T, ECC, CGL).
- vi) Setting up HRD departments or equivalents (IOC, SBI, SBP, BEML, BHEL, L&T ECC, Jyoti TVS, BOB, SFL).
- vii) Creating a new role of HRD managers, or

Combinations of the above and more

The most frequently used mode seems to be by setting up a new HRD department. Only Voltas, SAIL and CGL seem to be exceptions. These organizations have not set up any new HRD departments but enrichment the existing ones (for example, in the case of Voltas the manpower department unit was given HRD role). All others have set up either HRD departments or OD units. Of the fourteen companies, only three chose the operating mode of using the existing personnel departments for HRD work. The only organization that did not make any substantial changes in the structure of their personnel department is SAIL. But by the time SAIL started working on the new appraisal system and priorities for action (an OD intervention) they already had a strong Personnel Department with HRD orientations at every level. They even had OD managers and fairly good training centres. On top of if, the Chairman himself is a person committed to a HRD philosophy. It is only when such favourable conditions exist, using the existing personnel departments seem to be a variable operating mode for initiating HRD activities.

Use of task-forces appears to be another effective way of implementing HRD activities. More than 50% of the organizations seem to use them. In L & T, ECC, CGL, BEML, SAIL, implementation task-forces have played an important role in designing and monitoring the implementation. The task-force consisted mostly of senior level line managers.

From the experiences of these organizations it may be concluded that setting up a new HRD departments or recruiting a HRD manager and using task-forces consisting of line managers for implementation appear to be more commonly used strategies. It may be noted here that using internal task-forces has been found to be useful strategy for bringing about organizational change using performance appraisals (Butler and Yorks, 1984).

Integrating Role

The creation of a new HRD department or new function of HRD can be called as a step in the direction of “differentiation” using the model of Lawrence and Lorch (1967). When such differentiation of task and functions is made there is also a need to have integrating mechanisms. An analysis of the experience of those organizations that have set up new HRD departments indicates that a senior corporate level executive dealing with personnel function of the entire company seems to have been assigned the integrating role to play.

In Voltas, SAIL and CGL, where there is no separate HRD department or functionary, the need for integration is much less as HRD is an integral part of the personnel function. In other organizations, normally a Corporate Director or General Manager seems to play that role. In IOC, it is the Director Personnel who plays the role, as both HRD and personnel departments report to him. In SBI, it is the Chief General Manager, Personnel and HRD as well as the Deputy Managing Director, Personnel, who integrate. In SBP, it is the General Manager Planning and the MD himself. In BEML, it is the GM Human Resource and Director Personnel. In L & T it is the Vice President Personnel and OD. In Jyoti, the Managing Director himself performs this

role. In Bank of Baroda, it is the DGM Personnel. In L&T ECC, the DGM, Personnel and OD report the MD. Thus the Integrating function seems to lie with a top level manager. This could be an advantage as well as a disadvantage for HRD. The advantage is that HRD functionaries have access to the top. The disadvantage is that if the top manager does not understand or believe in HRD, he may pay any attention to it and discourage the function.

Facilitation of Change by External Agents

By and large commercial organisation tend to initiate change process only if they find the change as needed or useful for achieving their goals. However, external consultant seem to play an important role in identifying the nature of change required and for providing directions. Out of the 14 organisations, more than 50% had external consultants. They suggested that HRD function may be initiated. For example, in BEML it was recommended as a part of reorganization for expansion. In State Bank of India and its associates it was session on HRD led by an external consultant that stimulated thinking and subsequently made a part of reorganization recommended by consultants. L&T used consultants. L&T used consultants to review the performance appraisal system but the consultants felt the need to have an integrated HRD. In ECC the personal function was strengthened as suggested by consultants.

Another interesting point to note is that most of the organisation have used or use using external consultants to facilitate the process of implementation. The only exceptions seem to be Bank of Baroda, Voltas and Sundaram Fasteners.

The following appears to be the nature of involvement of external consultants in implementing HRD.

- 1) Designing and/or detailing HRD systems or sub-systems (IOC, SBI, BEML, L&T, ECC, BOB).
- 2) Experimental try out of a system or sub-system in the organisation or a part of it (IOC, BEML, SBI and ECC. In IOC, role analysis was attempted in action research at project areas. In BEML, the new appraisal system was tried out in 1978 experimentally in two departments and then in the entire company. SBI's performance appraisal was experimented in Ahmedabad circle before it was implemented).
- 3) Training of internal change agents or resource persons (IOC, SBI, SBP, BEML, BHEL, L7T, ECC, CGL and SAIL). In large organisation involving several hundreds of officers to be covered, orientation of the executive to the new HRD philosophy appears as the most important first step. Since everyone cannot be oriented by outside consultants, training and using internal resources seem to be useful in implementation. For example in SAIL, the first phase of the new appraisal system required the training of about 8,000 officers and in State Bank of India the system was to cover nearly 35,000 officers spread all over the country. In L & T it was about 1,200 in BEML about 1,500 and ECC about 700. Hence, groups of internal resource persons were trained to implement it. External consultants were used to train them.
- 4) Designing systems of monitoring the implementation (BEML, L & T ECC, BHEL, SAIL). Very few organisations seem to have used outside help for monitoring the implementation. Even in BEML, ECC L & T and SAIL, the monitoring systems were used to limited to task-forces. IN BEML, a series of questionnaires were used to monitor the implementation in the first year. L & T is the only company that frequently used internal monitoring systems and occasionally external consultants to review the implementation. In BHEL, as the OD exercises required follow-up monitoring was better. In addition, periodic surveys of organisational health were used for monitoring.

Periodic Reviews of the Sub-system

L & T is the only organisation that used external consultants for periodic review of the HRD system, Once it was implemented. Initially it was reviewed by the very consultants who designed, and subsequently by another consultants subscribing equally to HRD philosophy and who has been working with the company. In no other case was an external consultant used for systematic review. Internal task-forces, review meetings etc. are in built into the system for implementation but a thorough and systematic review by external agents once in five years may facilitate self-renewal of HRD systems.

Initiating Strategies and Emphases

HRD aims at bringing a change in the organizational culture to facilitate the development and utilization of people. Such a change is a continuous process and may take place incrementally. In order to hasten this process and institutionalise the new culture, it is important to choose appropriate instruments. A decade ago 'Performance Appraisal' was perceived as a potential instruments for bringing about such changes in perceivable magnitude. L&T started their HRD system with this belief and, therefore, focussed on Performance Appraisal sub-system from the year 1975 BEML, SBI, BOB, Jyoti TVS, CGL, Voltas, SAIL and SFL are other examples of initiating the new HRD function with emphasis on Performance Appraisal.

However, without exception, all these organizations simultaneously started working on other supporting sub-systems. For example, L & T further strengthened their training system and linked it up with appraisals and simultaneously started working on other supporting sub-systems. For example, L & T further strengthened their training system and linked it up with appraisals and simultaneously started critical attribute identification. BEML also strengthened their training, initiated some OD exercises (which were discontinued later) and improved their career planning and development practices. SBI also introduced OD exercises and trained their staff in some circles as OD facilitators, systematized manpower planning, strengthened training and also initiated job-rotation exercises.

BOB also started working on manpower planning and skill inventory and also linked it up with training to some degree. Jyoti, after making a few abortive attempts to introduce new appraisals, quickly switched over to OD interventions and new functions as well as behavioural training. SAIL started simultaneously working on functional as well as behavioural training. SAIL started simultaneously working on priorities for action, career planning and promotion system and linked appraisal with promotion and other reward systems. CGL, although started with performance appraisal were fast enough to recognise the complexities involved in developing and using appraisals. They shifted their focus simultaneously to role analysis and potential development exercises and also strengthened the training activities.

IOC is probably an exception. As a strategic move, they did not want to touch the appraisal system until a climate was created for officers. They wanted the officers to start thinking about appraisals and wanted the change to come from within. So their focus was on developing role-clarity through identification KPAs and critical probably learnt a few lessons from the experience of others that started with intensive work on Performance Appraisals.

OD strategy to bring about change was used by BHEL and ECC, SAIL and Jyoti also used OD type interventions without change in appraisals. The OD strategy also seem to have paid some dividends as ECC was able to move on and strengthen several other sub-systems. BHEL brought about change in the problem-solving abilities of their people through their OD interventions but have not been able to move on to use other mechanisms of developing their people.

From this analysis three strategies of initiating HRD sub-systems emerge : Performance Appraisal-based strategy. Role analysis-based strategy and OD approach. Performance appraisal based strategy seem to take time for its impact to be felt. Role Analysis and OD interventions may get somewhat more perceptible results in the short run. Irrespective of the initiating mechanism, the organisation should be able to use other instructions simultaneously to have an impact. This may also have some synergistic effects on the development of employees capabilities.

Innovations in HRD Sub-systems

The experiences of these 14 organisations also indicate some evidence of learning from one or other, making modifications and evolving own systems to suit one's culture.

L & T is the first to start an integrated HRDS and L & T's HRD system has inspired several other organisations. After studying L & T's and other systems some of the organisations have evolved their own. For example, in the appraisal system used by these 14 organisations, some of the development objectives and components are common : Most of them have self-appraisal, performance planning through task identification and target setting, managerial qualities, performance review discussion or counselling and identification of training needs (e.g., L & T, SAIL, SBI, BEML, Voltas, ECC, SFL etc.). ECC which became a part of L & T a few years ago developed a system somewhat different from L & T. While developing the new system they have learnt from the experiences of the parent company. The system is titled as 'Performance Analysis and Development System' and not an appraisal system. Some of the organizations have preferred to use the term performance review discussions rather than calling them "Performance Counselling" sessions.

This is because they found that the terms "Counselling" itself had negative connotation in the mind of managers (e.g. ECC, SFL, SAIL etc.) . SFL has even introduced a third persons (a representative of HRD department) presence in the review discussions.

Similarly, SBI and SBP introduced many innovations in their OD efforts, for example, their manager-to messenger programme. In this programme higher officer visits a branch and meets all the staff and spends a full day understanding their problems, and helping them to design action plans to solve their branch's problems. This develops team spirit, branch-level problem solving, upwards communications and a feeling of being cared for by the organization. Another innovation made by SBI was to train a group of branch managers in some of the circles as OD facilitators. The assumption was that after a group of branch managers are trained, they can become internal OD consultants and any branch manager could invite them to help him improve the branch effectiveness. This process becomes a mutual learning experience. It worked better in one place than in another.

Orientation and Involvement of Line Managers

HRD System and HRD culture is new to many organizations. Even if some organizations have already been informal HRD mechanisms, strengthening the HRD processes requires an understanding and acceptance of HRD philosophy by the line managers. One of the ways of developing such an understanding is by letting percolate from top management down. This takes long time. For quicker understanding and acceptance, line managers need to be oriented. Recognising this, most organizations, seems to arrange organize orientation workshops and seminars to make the line manager aware and seminars orientation training was limited to the sub-system they are introducing and in the other case, the orientation training was limited to the sub-system they are introducing and in the other cases, irrespective of the sub-system introduces, a general HRD orientation seems to have been given to

line managers. For example, L & T oriented all other officers to the new HRD system and trained them more intensely in the new appraisal and counselling systems. BEML also followed the same strategy. SBI, however, limited its orientation programmes largely to the new appraisal system they were evolved annual HRD conference a method of orienting all senior staff to all aspect of HRD. ECC went on orienting their line managers to any new process that was being evolved. The OD groups consisting of all senior managers were being oriented periodically through OD workshops organized every quarter. In Jyoti, for OD the 14 organizations there is no organization that did not have orientation programmes, organized for their line managers on some aspect of HRD or the other. This is very healthy trend set by these organizations. Involvement and participation of line managers is very much in tune with the HRD philosophy.

Here it may be appropriate to point out a build in problem experienced by organisations. When an orientation workshop is conducted for line managers explaining to them a new system, instrument or mechanism, it raises their expectations. For example while introducing a new performance appraisal system, the normal tendency on the part of the organization is to point the disadvantages of the old system and the advantages of the new system. This raises expectations and high standards, are set in the minds of line managers; they know ideally what should happen and keep looking for the ideal to happen. As a result, it has been found that howsoever well a system is implemented, line managers are normally dissatisfied with HRD implementation. Organisation, HRD managers and managements should recognize this fact and not get disappointed with the criticism and lack of appreciations from line managers. This make the HRD managers' role complex and for that reasons he needs a lot of support from top management.

Top Management's Involvement

The setting up and structuring of the HRD department is itself an indicator, of the top managements' involvement. Most of the organizations described here have shown a high degree of involvement, of the top management at one stage or the other or at least in one component or the other. In SAIL the Chairman took personal interest and attended most of the top level seminars on 'Priorities for Action : The Director, Personnel and the General Manages of different plants were involved inmonistoring the implementation of the new appraisal system.

IN L & T all the Vice-Presidents and General Managers, periodically reviewed the implementation. IN ECC the MD himself participates in the OD seasons and programmes. IN CGL the Managing Director himself chairs the HRD task-force and allocates time for HRD review in the quarterly performance review meetings held by the top management. INIOC< the board keeps reviewing progress of HRD implementation and gives support to the HRD department. In Voltas, the MD himself attends management conferences and ensures the implementation of the communication policy. In SBI, periodic review meetings are held by the Chairman MD and DY. MD with the HRD staff, In SBP the MD himself monitors the annual HRD Conference. In Jyoti, the MD himself played the faculty role in some programmes for senior managers and participated in a specially designed exercise to increase understanding the trust. Thus it looks that in almost all the organizations analysed here there are indications of top managements' involvement and commitment.

However, there is a darker side of the picture. First of all in our culture if the top management is involved in implementing a system and top management is transferable or they have time bound appointments, the Stabilisation of system becomes difficult. Line managers may appear to follows the HRD process to please the top management rather than out of their own conviction. In such cases, as the Chairman or MD is

changed, some HRD practices may be discontinued. Secondly, when there is a change in the top management, the normal tendency of Chief Executives on transferable jobs or terms appointments is to undo what their predecessor has done by dismantling previous systems and adding his own. For example, BEML started off in a big way but the system suffered a setback as its Chief Executives changed in 2 quick succession and some of them did not give themselves enough time to understand what their predecessors have done. The quickly changed system. In this process sometimes opportunistic line manager may transmit their prejudices to the new Chief Executive. Continued top management involvement is most essential for HRD systems to stabilize. For example, for Stabilising the new culture associated with Performance Appraisal, 3-5 years of time may be required in an organisation with 500-1000 officers.

In this context, training of the top management in the new system and culture becomes very important. Only a few of the organisations have been able to recognize and implement this. For want of this, the top management support may weaken over a period of time as top level managers have many other things to attend to that can give tangible results.

Overview of HRD Instruments and Sub-systems

The HRD function itself has been initiated in most organizations in the last few years only. Some of them are yet to make their presence felt. It also reveals that no organization has yet introduced, all the HRD mechanisms presented. Several organizations have just few of these and even these are being evolved or experimented with. Therefore, it is difficult to conclude whether any organization has comprehensive and complete system of HRD at all. Probably L & T comes closer to having a comprehensive system but its synergistic effects are yet to be experienced by the company. Among the others, SBI SAIL, SFL, ECC, IOC, CGL, TVS Voltas, SBP are on their ways to having such comprehensive systems. There is a danger of these organizations taking a long enough time to dilute the spirit of HRD existing today, if they do not act fast. More vision, leadership and dynamism are required for implementing various sub-systems and creating a HRD culture.

11.17 HRD PROCESSES AND OUTCOMES

In the context of the HRD effects model presented earlier it is appropriate to look for an assessment of the extent to which HRD processes and outcomes have resulted from the HRD practices. As mentioned earlier, mere institution of HRD mechanism may not result in HRD process. A number of other variables may be affecting the HRD processes. Our analysis also has shown that some variables like top management's commitment appear to be fairly good and efforts were made in many cases to involve line managers. Given these conditions a fairly high degree of HRD culture and outcomes should be seen. One would look for evidence in terms of improved HRD climate or improved competencies, satisfaction and dynamism in employees.

A search for any evidence on these variables indicates that there is very little evidence of any attention having been paid even to the measurement of these variables. Organizations introducing HRD practices should have designed some way to measure the HRD processes at the time of introducing HRD mechanism and keep obtaining HRD climate Questionnaire by Rao and Abraham (1986). This Questionnaire measures the extent to which a developmental climate (pennes, trust, collaboration, autonomy, authenticity, productivity, fairness in appraisal, need based training, risk-taking guidance, development orientation in managing mistakes, general helpful nature of people, investments in employee development, creation of development

opportunities etc.) exists in an organization. The first version of this Questionnaire had 43 items measuring 43 HRD climate dimension and the present version has 38.

Administering this Questionnaire in 1983 December first and 1985 February later in State Bank of Patiala it was found that in 40 out of 43 dimensions HRD climate improved (Agrawal, 1986). SBP is probably the only organization that has collected data on HRD climate at two different points of time.

However, HRD climate data were available for half the 14 organization (Voltas, Jyoti, SBI, L & T CGL and SBP, IOC) from a survey of the HRD climate conducted by XLRI Centre for HRD in 1984 (Rao and Abraham, 1986, discusses details of this). An examination of the HRD climate existing in 1984 revealed that L & T and Voltas have a HRD Climate falling in high range (around 60% on a 100 point scale) and the remaining five are in the middle range (around 50%). Between Voltas and L & T, Voltas scored less than L & T. In fact L & T is one among the top few scores on HRD Climate in 1984. All these companies may have improved much more in the last two years as their HRD mechanism get more attention in the last two years. Only a repeat survey can give more insights. Some of these companies however, have been collecting process data as part of the monitoring. Perhaps L & T is one company that has been collecting the process development data systematically from time to time. These data to indicate that there has been a substantial strengthening of HRD process. HRD outcome variables have not been studied.

BHEL, Bhopal, also has been collecting data on organizational health periodically out the extent to which improvements have taken place is not known. In BEML periodic surveys were conducted at the time of introducing the new system during 1978-79. For example, after the first trial run of the new appraisal system 63% of the officers felt that they could communicate to their appraises feelings of disappointments or happiness about their performance, 44% discovered areas where they can improve themselves and so on.

These kind soft evidence available can provide only a weak support to the fact that the HRD mechanisms do led to improvements in the developmental climate and development outcomes. One has to fall back on ones own conviction for supporting HRD instruments. As top mangers of some organizations may not want ton continue supporting HRD only on the basis of conviction, it is high time hat the HRD managers and departments start maintaining profiles of HRD changes that are taking place in their organization using periodic survey and other methods. There is great need to develop these indictors.

Organizational Effectiveness

Almost all the 14 organizations have done well in the last few years. A few of the have gone through or are still going through turbulence environment now and then, but all of them have stood strong. On the whole, each organization had done well although to a varying degree. For example, Larsen & Toubro, BHEL, ECC, BEML, SBI etc., have done exceedingly well in the last few years. The Chairman of all these companies make it a point to acknowledge the contribution of their human resources. It may be presumptuous to say that HRD has largely contributed to the profits and growth of these companies. However, contributions of HRD cannot be ignored. For example, when the Chairman and President of L & T says that the success of L & T is due to the positive attitudes and dedicated efforts of its people, he means it. The extent to which HRD efforts had contributed to such dedication and positive attitudes is not easily quantifiable but one believes that HRD efforts did play a significant role. To prove r disprove such relationships one has to imagine the organisation without HRD departments and mechanisms as well as discount the tendency of people to forty the past and ridicule the present. What would have happened in SBI if it continued

without introducing HRD (i.e., without the new appraisals systems, manpower planning, skill inventory, orientation programmes, OD exercise, HRD managers and the chief Officers an CGM (P & HRD) ? Or what would have happened to Voltas if the top management did not have a HRD orientation. Or what would have been the performance of SBP without all that emphasis on HRD between 1983 and 1986? How world ECC brief the OD efforts and other efforts triggered by it did not take place ?

Answers to such question are difficult to get scientifically and intuitive replies are reflections of one' own Pygmalon.

11.18 FUTURE DIRECTIONS

The most neglected group in HRD are the line mangers. The HRD effect will become visible and stronger only when the line managers start accepting and internalizing their own role. The success of HRD will be the day when every employee sees himself as a developer of his subordinates. The HRD departments will not be need when such a situation arises. In other words, HRD people should work towards their dispensability. We have a long way to go in this direction.

The second neglected group in HRD is the unionized categories of employees. HRD for them also need to be attended last as they are in large numbers and form the foundation of the organization. The nature of HRD instruments may bee to be different. Organisations have neglected this so far. Part of the reasons may be unions. But in the are like HRD the union leaders also have a role to play. For their members they should probably play the role HRD managers are playing today for supervisory staff and managers. The HRD managers should assist the unions and promote the spirit of collaboration.

Thirdly there should be more research in this filed to answer several of the questions raised earlier in this unit.

Investments in People Pays Off

The investments made by almost all these organizations seem to have paid off. These 14 corporations continue to exist and most of them have done well and almost all of them have withstood the globalization pressures and have even progressed further making use of the opportunities. A few of them have gone through turbulent times due to change in market conditions for example SAIL and Crompton Greaves. SAIL continued its emphasis on its people even though in the competitive scenario and with breaking of the barriers it had to face new pressures. SAIL, Voltas, L&T, IOC, Crompton Greaves have set up their own new Education and Training facilities and continued their stress on HRD. Crompton Greaves has developed a vision of achieving 2000 crores by the year 2000 and has nearly achieved it in spite of the Electrical business itself got in to rough weather. L&T has done extremely well and continued to grow emerging as a leader in Engineering Industry. L&T ECC multiplied its turnover manifold. Bank of Baroda continued to grow and make a mark. BOB, SBI, and BHEL had their own training facilities in mid eighties and have further strengthened them. BHEL has started its own new HRD Institute at NOIDA, New Delhi. BEML had shown steady growth and multiplied its turn over about ten times compared to early eighties. Sundram Fasteners has set new standards in quality by winning several awards. HRD has got integrated so much into these originations. The experiences of these 14 organizations have showed beyond doubt that investments on people has tremendous returns. It is the people whoa re developed through right HRD practices that stand by you in turbulent times and it is people who make your business grow and achieve organizational goals.

11.19 INDIAN HRD: RECENT DEVELOPMENTS

In IT industry it is knowledge driven and hence people driven. Unless competent people are recruited, their motivation and knowledge levels are kept up they are not likely to give their best. This is one industry where there is severe competition for talent and the engineers and technologists are known to walk with their resignations in their pocket. Hence the people practices need enormous attention. In most of the IT industry having one HR person for every 50 employees is a norm.

Satyam Computer Services*

Founded in 1987, Satyam has made its presence felt all over the world in a short time. Employing over 10,000 people with market capitalization nearing 2 Billion US Dollars at one time it has its presence in about 36 countries. The core values of Satyam are: belief in people, entrepreneurship and customer orientation in pursuit of excellence.

Satyam's HR systems focus on staffing, learning, and rewarding and performance management, Satyam focuses on continuous learning and conducts organizational climate surveys periodically. It uses Associate Delight Index (AFDI) measuring the extent to which the employees are delighted about relationships, communication, competence, recognition, and infrastructure in his (Associate's) unit. The ADI is linked to incentives given to business leaders of the unit. Internal customer and supplier satisfaction measures are used. Satyam's Idea Junction (IJ) provides space for sharing ideas by any member.

The HR unit in Satyam is a great example of how IT service industry is using HR as a chief business driver.

Saskin

Founded in 1989 in the US it was incorporated as SAS in India in 1991. It has over 500 employees and recognized as one of the best employers in the year 2002. It has its customers in the USA, France, China, Japan, and Singapore besides India. The HR model of Saskin consists of the three Cs: Competence, Commitment and character. Saskin believes in competence building through recruitment of competent people and training them.

They build commitment by providing a flexible and empowering work culture. Every employee receives similar status, treatment and benefits. Flexi time, 24 hour open office, no attendance or logging mechanisms, and unlimited use of internet across are hallmarks of Saskin culture. Flexi organizational structure, need based leave policy, unique hibernation and sabbatical policy are highlights. They also maintain leave logging, performance evaluation and salary on line. Employee Stock Option Scheme covers all employees from the date of joining and there is no lock in period. Communications is particularly stressed through variety of formal channels including fortnightly CEO update, quarterly update meet, internal newsletters et. Saskin keeps conducting employee satisfaction surveys.

Oracle India

The HR approach in Oracle India is to balance company views in terms of the desired values, skills and behavior and culture relevant to Oracle objectives with employee values and expectations. Oracle India has a high reputation in the market, fast paced work environment; focus on results, creative and innovative. Employees expect

* Source: National HRD Network, Bangalore chapter, 2002

flexible work schedule and location, problem solving through collaboration, fun and excitement, long term career opportunities, more leadership development and competitive compensation. Matching these Oracle identified areas where employee aspiration can be fulfilled. The are the following seven:

- 1) **Aspiration to learn:** This is met through training and development, opportunities for higher education, Oracle University and Harvard Managementor.
- 2) **Aspiration to Grow:** This is met through career development programs, talent models, competency mapping, Performance Management systems, job rotations and international placements.
- 3) **Aspiration to be rewarded:** This is met through Stock option plan which covers 46% and performance bonus etc.
- 4) **Aspiration to be recognized:** This is met through various forms of recognition, rewards and high performer programs
- 5) **Aspiration to stay connected:** This is met through company meetings, EDs Open hour, annual kick off, Newsletter, mails from seniors etc.
- 6) **Aspiration to make a positive difference:** This is met through encouragement of social activities, health care village school etc.
- 7) **Aspiration to achieve Work life balance:** This is met through on-site gym, snooker, TT, TV, cultural activities, family get together, celebrations etc.

Hewlett Packard (HP)

HP believes that, “it is the policies and actions that flow from the belief that men & women want to do a good job, a creative job, & that if they are provided the proper environment they will do so.”

HP values include: trust and respect for individuals, high level of achievement and contributions, uncompromising integrity, team work flexibility and innovation. Among HPs strategies HR figures out prominently. Open communication, pay for performance, enforcing standards of business conduct, and career self reliance are the highlights of HR. Innovative people practices, ensuring work life balance, focus on manager’s leadership style through 360 Degree Feedback, MBO, regular employee feedback, ensuring focus on employee-manager rations, unique portal and diversity management.

HP managers give:

- 1 A strong focus to the employee-performance,
- 1 Objective setting and feedback
- 1 Utilize/develop potential- though strong interviewing
- 1 practices, and moving people across projects, and
- 1 People Care- Influence management opinion on
- 1 Policies and practices

Infosys Ltd.

Infosys Chairman Mr. Narayana Murthy is known to be a people person. He believes that only those corporations that link individual aspirations to the objectives of the corporation will survive and succeed. Infosys identifies the following HR challenges:

- 1) Creating a deployable talent
- 2) Competency based role enabling
- 3) sustaining employee motivation

- 4) Compensation challenge
- 5) scaling up for growth
- 6) Competency based role enabling is done through competency mapping, integrated continuous education, and integrated performance management.

Employee motivation is sustained through constant communication, enabling HR capabilities. Reinforcing high performance work ethic and vibrant Infosys culture.

Infosys has performance linked pay which includes a component of company performance incentive, and individual performance incentive. Also provides asset creation opportunities addressing the life style of employees. Values of Infosys include: customer delight, leadership by example, integrity and transparency, fairness and pursuit of excellence.

Dr. Reddy's Laboratories (DRL)

Dr Reddy's Laboratories has emerged as fast growing pharmacy company focusing on research. The HR function in 2003 is headed by a senior Vice President Corporate HR. The HR function is divided into the following four sub functions: Learning and Development, Talent Management, Legal and Welfare and Human Resources Information System. The corporate has a total of around 10 Managerial staff to manage the function. The L&D Department focuses its attention on facilitating learning and development of managers at various levels to be future leaders. They organize development centers, training programmes, leadership development initiatives, technology related programmes, international networking, knowledge management, climate surveys and other OD interventions. A new and major initiative of L&D is the e-campus where on line learning is facilitated for interested executives.

The Talent management team is supposed to ensure that talented people are recruited into the company and utilized. Recruitment to the corporate center is handled by this unit. Campus recruitment, recruitment of higher level functionaries like General manager and above, designing and managing performance Management system that ensures talent management, follow up of post Development centers to ensure that talent is developed on the basis of the inputs from the DC, designing organizations to ensure talent utilization and deployment are some of the functions handled by this department.

The Legal and welfare department is essentially the traditional Industrial Relations department. They deal with all legal matters, employee health and welfare, unions and Industrial relations matters are dealt with by this unit. The HRIS section looks after HR policies, execution of Performance Management system due to on-line collection of the performance management information, and other aspects of MIS for people.

The organization itself is divided into eight Strategic Business Units (SBU). The reorganization of DRL took place in 2001-2002. Each SBU has its own HR team which looks after the HR aspects of the SBU. While the unit HR is support to the respective heads there is also a professional linkage between the corporate HR and the unit HR. In these kinds of structures one of the issues that need to be managed delicately is the coordination and integration between the unit and corporate HR. While a clear division of responsibilities is useful, irrespective of any thing occasional role negotiation exercises may help.

NTPC

NTPC was established in 1975 to play a key role in Indian Power Sector. Today it is a pioneer in the power generation. It has about 24,000 employees as in the year 2003 and has capacity to generate 20,749 MWs of power. It has intentions to generate 40,000 MWs of power by 2012. It has units located at 23 places in the country and

six of its plants are listed as among the ten best in the country. The HR strategy of NTPC focuses on the three Cs: *Competency building, commitment building and Culture building* and also includes system building. NTPC believes in growing in-house talent. To this effect NTPC has undertaken in the recent years the following interventions:

Training and development with a focus on providing seven man-day of training per employee every year; performance management system being used as a competency building tool, development centers and 360 Degree Feedback. The NTPC also encourages its employees to undertake Bachelors and Masters level education programs.

A noteworthy feature of NTPC is its Professional Circles. In this freedom and space are provided for executives to get together, network, share knowledge on issues of professional interest. By 2003 there are 245 professionals' circles operating in the company with about 3000 members. Another initiative that encourages talent development is NTPC Open Competition for Executive Talent (NOCET). In this executives get an opportunity to prepare debate and discuss issues and improve their own capacities to diagnose, present and tackle issues of importance to NTPC. Through this process NTPC generates a wealth of information and shares the same and improves its own implementation capabilities.

These are besides the usual initiatives of Quality circles, suggestion schemes, 5S, and Bench Marking programs. In the bench marking interventions teams choose areas to bench mark. In 2003 there were 65 problem areas chosen to bench mark.

In order to build employee commitment NTPC uses a variety of mechanisms and processes. These includes: employee communication system, training programs, HR for line managers, team building programs, In the team building initiative for a number of departments HR Ambassadors have been identified. There are 329 Ambassadors identified and working in NTPC by 2003. The Ambassadors communicate to other departments their won functioning. Mentoring, rewards and recognition scheme are the other interventions. In mentoring scheme the company has trained mentors associated with mentees, There are 220 mentors in NTPC. The rewards used by NTPC include: project construction incentive, cash awards for exemplary work, productivity linked bonus, employee suggestion scheme, soft loans, wedding gifts, merit scholarships, incentives for acquiring higher qualifications.

NTPC has been promoting 360 Degree Feedback and Competency Assessment and Development through Development centers with the help of TVRLS an external consultancy firm facilitating these interventions. By early 2003 NTPC has trained about 150 GMs/AGMs as Assessor in their Development centers.

11.20 SUMMARY

HRD in Larsen and Toubro Limited: The first case study on Larsen and Toubro by C. M. Srivastava gives a comprehensive picture of HRD as attempted to be implemented by the L & T in mid-Seventies. An integrated HRD was attempted to be introduced. The case illustrates how various sub-systems of HRD were introduced and strengthened simultaneously. The gaps in HRD implementation are not discussed.

HRD in State Bank of India: The second case study prepared by T. P. Raman describes an attempt by a large public sector, service organization to introduce and strengthen integrated HRD systems. A number of sub-systems including performance appraisal, counselling career planning, training and OD were initiated integrated and strengthened. The process of implementing a development oriented system described in this case has many learning points for large organizations.

Potential Development through in-Basket: The Crompton Greaves have experimented with a simulation exercise to assess and develop the potential of their senior manager. Although it was a one-time experiment conducted in Crompton Greaves, the experience has many interesting learnings. The description by Susan Varughese presented in detail the process of developing and using this exercise. As potential appraisal is highly neglected area, this experience may be very illustrative of systematic potential development systems.

Turnaround in SAIL: The Steel Authority of India Limited was used HRD philosophy and interventions for a turnaround of the company. The case study prepared by Mr. S. S. Ramakrishnan and Mr M. R. R. Nair, members of the top management team of SAIL are very illustrative of the change process HRD can initiate and accomplish. This case illustrates especially how cultural change can be brought in through a variety of human process interventions simultaneously.

HRD for Workmen at Eicher: Eicher is known for its HRD activities in the recent years. The case by P. K. Kapase and A. K. Arora focuses on HRD for workmen in one of their units. This case study is illustrative of how the quality of work-life can be enhanced using a humanistic approach. The case also illustrates the lessons one can learn from the Japanese styles of management to promote HRD in workmen.

HRD at C-DOT: This case by Sunil Abrol, S. Chakraborty and Sangeeta Sant illustrate how HRD practices can be integrated into the work culture of the organization. The case also presents various learning points for using HRD practices to generate a climate of excellence. The various work practices followed at C-DOT also illustrative how a HRD philosophy is operationalised through various work practices and work culture.

These are just a few illustrations that are indicative of the HRD strategies used by the Indian Organizations in the recent past. It is ultimately the people who can make the organizations grow and become competitive and it is people who are likely to drive business and it is people who are likely to make a firm competitive. People are dynamic. They need to be understood and nurtured continuously and their talent identified, nurtured, and developed. They have unlimited potential and it should be recognized.

11.21 SELF ASSESSMENT QUESTIONS

1. Write a comprehension on various HRD strategies used in different organisations in India.
2. What is the current states of HRD instruction and sub-systems in Indian IT organisation?