Unit 1 shrd

Meaning:

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land and finally following the Orders / Judgements of the concern High Court and Supreme Court, if any.

THEORETICAL FRAMEWORK OF HRD

These principles include:

1. HRD systems should help the company to increase enabling capabilities. The capabilities outlined in their report include: development of human resources in all aspects, organizational health, improvements in problem solving capabilities, diagnostic skills, capabilities to support all the other systems in the company, etc;

2. HRD systems should help individuals to recognize their potential and help them to contribute their best towards the various organizational roles they are expected to perform;

3. HRD systems should help maximize individual autonomy through increased responsibility;

4. HRD systems should facilitate decentralization through delegation and shared responsibility;

5. HRD systems should facilitate participative decision-making;

6. HRD system should attempt to balance the current organizational culture with changing culture; and

7. There should be a continuous review and renewal of the function. In sum, the Integrated HRD systems approach of Pareek and Rao (1975) has the following elements:

    (i) A separate and differentiated HRD department with full time HRD staff.

    (ii) Six HRD subsystems including OD,

    (iii) Inter-linkages between the various subsystems,

    (iv) linked to other subsystems of Human Resource Function.

OTHER FRAMEWORK OF HR/MODELS

The Strategic HR Framework Approach. This framework formulated by Ulrich and Lake (1990) aims to leverage and/or align HR practices to build critical organizational
capabilities that enable an organization to achieve its goals. This framework offers specific tools and paths to identify how a firm can leverage its HR practices. Business strategy, organizational capabilities and HR practices are the three important elements in this framework.
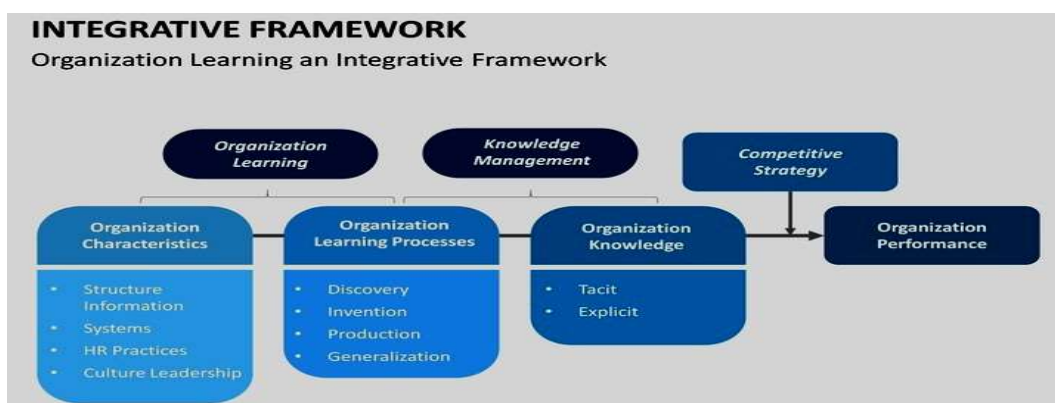
HRM FRAMEWORK MODEL

Develop and Maintain HR Strategies	Review and Plan HR Requirements
Develop and Maintain HR Policies	Manage HRM Processes
Administer Personnel	Manage Personnel Life Cycle

Right people, in the right posts, at the right time

The Integrative Framework. The integrative framework offered by Yeung and Berman (1997) identifies three paths through which HR practices can contribute to business performance:

(1)   by building organizational capabilities;

(2)   by improving employee satisfaction; and

(3)   by shaping customer and share holder satisfaction.

INTEGRATIVE FRAMEWORK
Organization Learning an Integrative Framework

Organization Learning — Knowledge Management — Competitive Strategy

Organization Characteristics → Organization Learning Processes → Organization Knowledge → Organization Performance

| Organization Characteristics	Organization Learning Processes	Organization Knowledge
• Structure Information	• Discovery	• Tacit
• Systems	• Invention	• Explicit
• HR Practices	• Production	
• Culture Leadership	• Generalization	

Human Capital Appraisal approach

There are five areas of human capital management: Recruitment, retention and retirement; Rewards and performance management; career development, succession planning and training; organizational structure, and human capital enablers.

HRD Score Card Approach

HR structures and the level of competencies of HR staff, line managers, top management etc.; the HRD culture (defined in terms of Openness, Collaboration, Trust, Autonomy, Proaction, Authenticity, Confrontation and Experimentation) and the congruence of the top management and HR staff styles with HRD culture, and the extent to which all the systems and practices result in employee satisfaction and customer satisfaction etc. are assessed through a well formulated HRD audit.
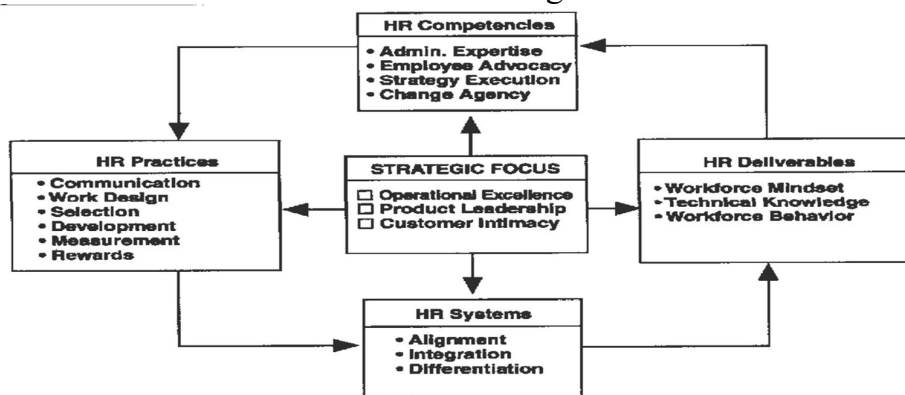
PCMM Approach.

The P-CMM includes practices such as work environment, communication, staffing, managing performance, training, compensation, competency development, career development, team building, and culture development. The P-CMM is based on the assumptions that organizations establish and improve their people management practices progress through the following five stages of maturity: initial, repeatable, defined, managed, and optimizing.

PCMM Maturity Framework

PCMM Maturity Framework

- Level 1 Initial — People management
- Level 2 Managed — Managed practices — Competence management
- Level 3 Defined — Tailored practices — Team management
- Level 4 Predictable — Measured and aligned practices — Capability management
- Level 5 Optimizing — Continuously improving practices

CHALLENGES IN HRD

- **Rapid changes in Technology:** The world is facing a rapid change in technology and so our the organsiations. The biggest and foremost challenge which comes before HRD is to make its workers/employees equipped with the changing technologies.
- **Transnational suppliers and customers**: Transnational suppliers and customers have now to be given a new face, as they need to play a transformational role in the changing scenario.
- **Fierce competition:** With the advent of globalisation, and entry of MNC's & rapid changes in technology the Indian organisations face a fierce competition. To stand in the market and face the competition successfully has become one of the important challenges of HRD.
- **Innovation for survival:** Nothing is permanent except change. The biggest challenge, which comes before HRD professionals, is to provide development opportunities, latest updation of skills to the present employees. To meet the challenges and fierce competition Innovation is a key to success.
- **World-class Quality-demand of customer**: In today's market Customer is the King. The products are to be manufactured as per the need, demand, want & desire of the customer. Every customer in the market looks for value of money. With increase in competition, and awareness of the customer to maintain quality at an affordable price is the need of an hour.

- **Mergers, Takeovers and Acquisitions**: With increase in competition, entry of MNC's mergers, takeovers and acquisitions are bound to take place. With cross cultural mix, with diverse culture of various employees working in an organisation the HRD department is responsible for providing all kind of developmental opportunities to its employees.
- **High product differentiation achieved by very low manufacturing costs:** Providing a distinct and a different product in the market which can satisfy the needs of the customer. With the increase in competition and ease in availability of substitutes the product should be differentiated with low manufacturing costs. Achieving a differentiation with low cost poses a challenge for HR manages.
- **Extremely short lifecycles of products/services**: As the memory of people is short so are now the lifecycles of product/services short.
- **Quicker response to market**. A good MIS accompanied with good HRD can enjoy the quicker response to market.
  Countering Erosion of trust:

It is upon the HR Professional to take up this challenge of bringing in some sensitivity and trust into the work place.

Re-humanising: The future might again require major efforts on part of the HR Professional to make bonds which have got more or less severed due to the onset of e-mail, telecommunication, flexitime etc. Employees would see less of each other due to

the convenience offered by modern technology.

Managing the Contingent Work-force: A by-product of business strategy of keeping the permanent work force as small as possible is that there would be a substantial number of peoples who would be required on contingencies only.

The contingent component could comprise of consultants, specialists, project teams, part-timers, temporary appointee's etc. and the HR Person needs to make them feel required and appreciated.

Double-income families: This trend is only going to increase which would require the HRD to be responsive to their needs. An HR Department which could provide a in- house Liesure- planner, a Travel Manager, and an entertainment adviser would be appreciated.

Faster, Non-Fussier Response: The old bureaucratic ways of queries being replied to after filling up scores of forms and of policies, procedures being kept away in wraps should be challenged. A fresh air of transparency should be allowed to blow across the HRD setup.

Individual attention:. Each individual is different from the other and hence deserves to handled differently. Discard those reams of policies and procedure manuals if they are not tuned to treat the individual knowledge worker in adjust manner.

B2B (Back to Basics): The HR professional would have to go back to that basic behavioural knowledge and put them to use in order to do justice to the multi-hued workforce. Administrative aspects have gained importance, which in turn has been the reason for the HR function to betreated as a non-critical function.

Environmental-Scanning: The latest trends in business and in its own function need to be known to the HR professional more than ever before for adding value to the function. For this the HR professional needs to be in touch with the external environment through any medium possible.

HRD GOALS

Employees and organizations will experience inevitable change. Human resource development (HRD) enhances employee competence in their jobs by increasing knowledge, abilities, and skills. In this environment, the employee will be primarily responsible for career development but the company will also have responsibilities that include clearly stating the

Today's Organisation	Future Organisation
Optimum Organisation	Minimalist Organisation
Specialist department sOr divisions	Work groups
Less designations	No designations
Onus on participation	Onus on entrepreneurship
Career driven employee	Knowledge-driven Professional

company's corporate strategy, its goals and providing information about its business. The organizations must follow those type of strategies which help in accomplishing organizational goals with an addition to develop the human resource.

Strategy

The business strategy must be linked with the human resource strategy. It is essential to consider the differing characteristics of people when setting a plan for an organization to follow. The stage of development- embryonic, high-growth, matures, or aging- that the company is in will determine the HRD goals.

Developing the skills of this carefully chosen staff is essential to achieving business strategy. Continual education for employees is one of the most vital organizational strategic goals. When the right people are hired andtheir skills are developed on an ongoing basis, the human resource manager is insuring the staffing needs for future projects and goals

Assessment

These centers use multiple assessment techniques, such as situational tests, tests of mental abilities, and interest inventories. They also use standardized methods to make inferences from these techniques as well as pooled judgments from multiple assessors to rate each candidate's behaviour.

HRD specialists and individual learners place more emphasis on qualitative criteria such as the number of training days, how many and who participated, and improved performance and career options.Individual learners were primarily concerned about their enhanced
Employability resulting from certification, the range of competencies developed and the financial investment in their training.

Return on investment

This reflects a payback model with an emphasis on quantitative and tangible results. However, senior managers, education providers, and HR and HRD specialists believe in the pay-forward model, i.e., results should accrue in the longer term primarily as cultural change and increased incorporation of corporate goals by

individual employees.

Technology

Technological changes will alter the face of communication and also the way in which employees learn. People should be encouraged to develop their abilities individually especially with the ease of delivery of information through the Internet. Sharing knowledge, exchanging resources and learning can be improved within an organization. Interactive forums and tutorials.

Electronic performance support systems (EPSS) are the latest wave in the training and development arena [Marquardt]. These systems use computers to gain access to information, save it, and distribute it throughout an organization.

HR FUNCTION

Introduction

HR must take stock of its own work and set clear priorities. At any given moment, the HR staff might have a dozen initiatives in its sights such as pay- for-performance, global teamwork, and action-learning development experiences. But to be truly tied to business outcomes, HR needs to join forces with operating managers to systematically assess the impact and importance of each one of these initiatives.

STAFFING HR FUNCTION

- Quality improvement depends on high-quality personnel at all levels;
- Staff retention is important to support growth;
- The balance of motivation and cost reduction requires a clearly thought out reward strategy that has maximum impact without sending costs out of control;
- New HR technology can be used to capture process efficiencies and control costs;
- HR specialists will become subject experts in a team of internal consultants rather than members of the old-style hierarchy.

THE NEW MANDATE FOR HR

HR to deliver excellence it should:
- become a partner with senior and line managers in strategy execution, helping to improve planning from the conference room to the market place;

- become an expert in the way work is organized and executed, delivering administrative efficiency to ensure that costs are reduced while quality is maintained;
- become a champion for employees, vigorously representing their concerns to senior management and at the same time working to increase employee contribution, that is, employees' commitment to the organization and their ability to deliver results;
- become an agent of continuous transformation, shaping processes and a culture that together improve an organization's capacity for change;
- communicate the importance of the soft, people-centred issues; define HR deliverables and be accountable for them; and
- invest in innovative HR practices.

HR SPECIALISTS AS STRATEGIC PARTNERS

1. **Shared mind-set**: To what extent does our company have theright culture to achieve our goals?

2. **Competence:** To what extent does our company have the required knowledge, skills, and abilities?

3. **Consequence:** To what extent does our company have the appropriate measures, rewards and incentives?

4. **Governance:** To what extent does our company have the right organization structure, communication systems and policies?

5. **Capacity for change**: To what extent does our company have theability to improve work processes, to change and to learn?

6. **Leadership**: To what extent does our company have the leadership to achieve its goals?

HR AS A BUSINESS PARTNER

The four roles of HR as a business partner as defined by Morton (1999)

1. **Strategic partner-** the management of strategic humanresources, aligning HR and business strategy.

2. **Change agent-** the management of transformation and change,creating a renewed organization.

3. **Administrative expert-** management of firm infrastructure, re-engineering organizational processes.

4. **Employee champion-** management of employee contribution,increasing

employee commitment and capability.

The strategist role

This is achieved by ensuring that top managers focus on the human resource implications of their strategies. HR strategists persuade top managers that they must develop plans that make the best use of the organization's human resourcesin terms of the required core competences.

The business partner role

HR practitioners in their role as business partners are aware of business strategies and the opportunities and threats facing the organization. They are capable of analysing organizational strengths and weaknesses and diagnosing the issues facing the enterprise and their human resource implications.

The innovator role

The need for innovation should be established by processes of analysis and diagnosis which identify the business need and the issues to be addressed. 'Benchmarking' can take place to identify 'best practice' as adoptedby other organizations.

The danger is that HR people may go in for 'impression management'- aiming to make an impact on senior managers and colleagues through publicizing high-profile innovations. HR specialists who aim to draw attention to themselves simply by promoting the latest flavour of the month, irrespective of its relevance or practicality, are falling into the trap.

The change manager role

They must pay particular attention to managing change when implementing HR initiatives. This means considering:

- who will be affected by the change;

- how they will react to it;

- barriers to implementation and how they will be overcome;

- resource requirements for implementing change (these resources include the commitment and skill of those involved in the change as well as people, time and money);

- who is available to champion the change;

- how people will be involved in the change process, including the formulation as well as the implementation of changed policies;

- how the purpose and impact of change will be communicated to all concerned; what different skills and behaviours will be required and

how they are to be developed;

- how the change process will be monitored;

- how the effectiveness of the change will be measured;

- what steps will be taken to evaluate the impact of change.

TABLE 3.1: CHANGE MODEL (SOURCE: ULRICH, 1998)

Key success factors in change	Questions to assess and accomplish the key success factors for change
Leading change (who is responsible?)	Do we have a leader: • who owns and champions change? • who publicly commits to making it happen? • who will garner the resources necessary to sustainit?
	• who will put in the personal time and attention needed to follow through?

Creating a shared need (why do it?)	Do employees: • see the reason for the change? • understand why it is important? • see how it will help them and the business in the short and long term?
Shaping a vision (what will it look like when it is done?)	Do employees: • see the outcomes of the change in behavioural terms (i.e. in terms of what people will do differently as a result of the change)? • get excited about the results of accomplishing the change? • understand how it will benefit customers and other stakeholders?
Mobilizing commitment (who else needs to be involved?)	Do the sponsors of the change: • recognize who else has to be committed to the change to make it happen? • know how to build a coalition of support for the change? • have the ability to enlist the support of key individuals in the organization? • have the ability to build a responsibility matrix to make it happen?
modifying systems and structures (how will it be institutionalized?)	Do the sponsors of the change: • understand how to link it to other HR systems such as staffing, training appraisal, rewards, structure and communications? • recognize the systems implications of the change?
Monitoring progress (how will it be measured?)	Do the sponsors of the change: • have a means of measuring its success? • plan to benchmark progress against both the results of the change and the process of implementing it?

Making it last (how will it get started and last?)	Do the sponsors of the change: • recognize the first steps in getting it started? • have a short-term and long-term plan to keep attention focussed on the change? • have a plan to adapt the change over time?

HR COMPETENCIES

The three competencies HR staff should possess if they want tofunction as strategic business partners as defined by Morton (1999) are:

1. ***Knowledge of the business*:**

   • strategic capability;

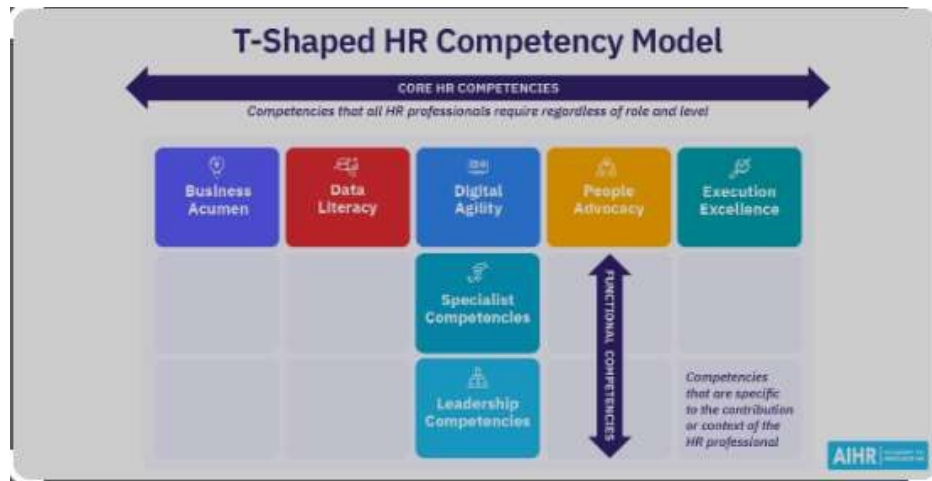   • financial capability;

   • technological capability.

2. ***Knowledge of HR practices*:**

   • staffing;

   • development;

   • appraisal;

   • rewards;

   • organization design;

   • communication.

3. ***Management of change*:**

   • knowledge of change processes;- skills as change agents;

   • ability to deliver change.

   Various HR Competency Model

Core Competencies

- Acts with Integrity
- Communicates Effectively
- Learns & Shares
- Makes Sound Decisions
- Serves Others

Leadership Competencies

- Champions Innovation
- Supervises Others

UNIT 2

Introduction

HRD programs and interventions can used to address a wide range of issues and problems in an organization. They are used to orient and socialize new employees into the organization, provide skills and knowledge, and help individuals and groups to become more effective. To ensure that these goals are achieved, care must be taken when designing and delivering HRD programs.

Framework for the HRD process

1 The goal of HRD is to improve an organization's effectiveness by:

2 Solving current problems (like an increase in customer complaints)
3 Preventing anticipated problems (such as a shortage of skilledtechnicians)
4 Including those individuals and units that can benefit most asparticipants

5 In short, HRD is effective if it successfully addresses some organizational needs through conducting needs assessments. Designing HRD interventions involves a process, which includes a four-step sequence: needs assessment, design, implementation, and evaluation. (Figure)

Training and HRD process model
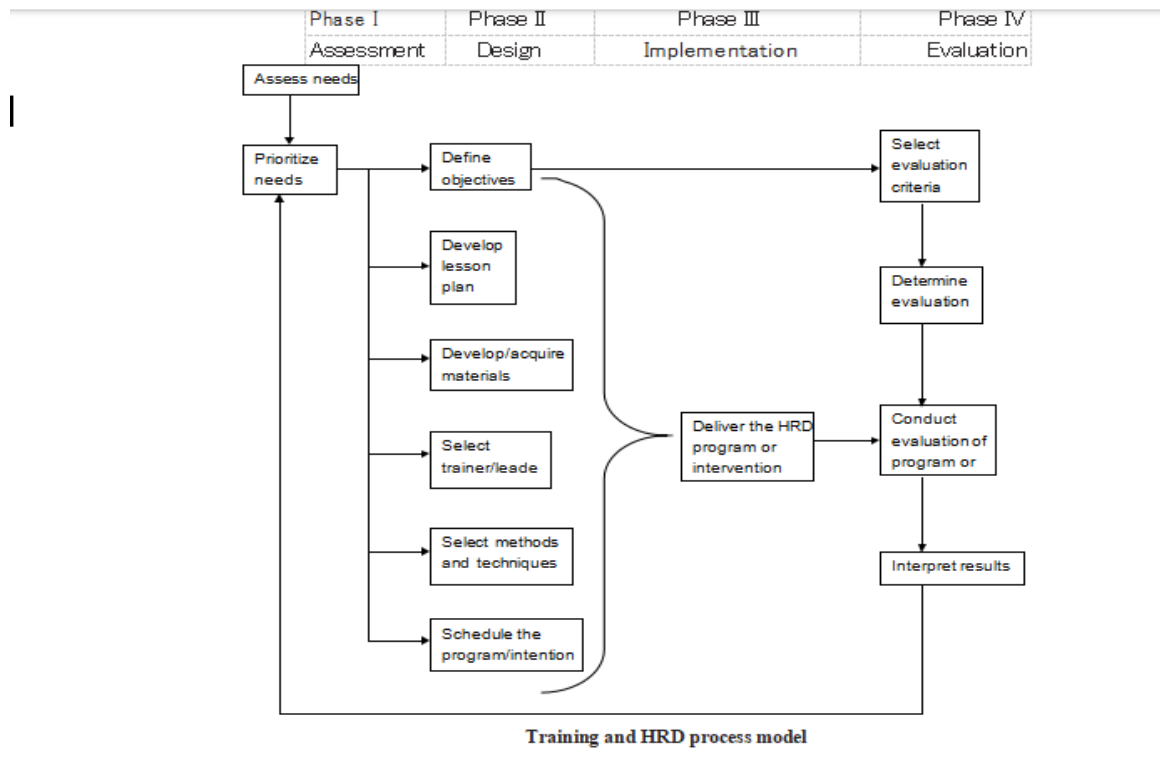
Needs Assessment Phase

HRD interventions are used to address some need or "gap" within the organization. A need can be either a current deficiency, such as poor employee performance, or a new challenge that demands a change in the way the organization operates (new legislation or increased competition). Identifying needs involves examining the organization, its environment,job tasks, and employee performance. This information can be used to:

@ Establish priorities for expanding HRD efforts
@ Define specific training and HRD objectives
@ Establish evaluation criteria

Design phase

The second phase of the training and HRD process involves designing the HRD program or intervention. If the intervention involves some type of training or development program, the following activities aretypically carried out during this phase:

@Selecting the specific objectives of the program
@Developing the appropriate lesson plan for the program
@Developing or acquiring the appropriate materials for the traineesto use
@Determining who will deliver the program
@Selecting the most appropriate method or methods to conduct theprogram
@Scheduling the program

Once the assessment phase is completed, it is important to translate the issues identified in that phase into clear objectives for HRD programs. This should also facilitate the development of clear lesson plans concerning what should be done in the HRD program. Selecting the proper person to deliver the HRD program is also an important decision, and it can be difficult, depending on the resources available. If the organization employs a group of full-time HRD professionals, the choice will depend largely on the expertise and work schedules of those professionals. However, if the organization does not have the HRD staff, it will have to rely upon other people, including managers, supervisors, coworkers, or outside consultants. Using such individuals raises a host of issues, including their willingness, ability, and availability to train, as well as cost issues.

The design phase also involves selecting and developing the content of the program. This means choosing the most appropriate setting for the program (e.g., on the job, in a classroom, online, or some combination), the techniques used to facilitate learning (such as lecture, discussion, role play, simulation), and the materials to be used in delivering the program (such as workbooks, job aids, web-based or web-enhanced materials, films, videos, Microsoft® PowerPoint® presentations, etc.). Inherent in these decisions is the issue of whether to develop the program in-house or purchase it (or parts of it) from an outside vendor.

Scheduling the program may not be as easy as it appears. Issues to be resolved include lead time to notify potential participants, program length and location, covering participants' regular job duties, and potential conflicts (such as vacations, busy periods, and facility availability).

The needs assessment may also reveal that training is not the ideal solution for the issues or problems facing the organization. It may be that some management practice needs to be changed, or that changes need to be made in another human resource practice (such as staffing or compensation). It may also be the case that a different type of HRD intervention is called for besides training, for example, a change in the organization of work, or a change in the focus on total quality or process reengineering. Such HRD interventions would not require a "lesson plan." However, other design issues occur with career management and organizational development interventions.

Implementation phase

The goal of the assessment and design phases is to implement effective HRD programs or interventions. This means that the program or intervention must be delivered or implemented, using the most appropriate means or methods (as determined in the design phase). Delivering any HRD program generally presents numerous challenges, such as executing the program as planned; creating an environment that enhances learning, and resolving problems that may arise (missing equipment, conflicts between participants, etc.).

Levels of Needs Analysis	Potential Traps	Why this should be avoided
	Focus only on Individual performance deficiencies	This can lead to fixing problems that don't impact group or organizational performance
	Start with a training needs assessment	There is no need for a needs assessment if you already know that training is the answer !
	Just send out question-naires asking people what they need	Trainee input can be good, yet such open-ended questioning can encourage suggestions that are not tied in organizational results.
	Use soft data only	Opinions need to be linked to performance and consequences
	Use hard data only	Performance data is often collected on what is easy to measure , missing other critical informa-tion in the process

Needs can exist at any of at least three levels, considering the organization, the job/task, and the individual. To ensure an effective HRD effort, needs must be measured on each level. As a result, three types of assessments must be conducted: organizational analysis, task analysis, and person analysis. Each level of assessment measures different aspects of the organization (Table). Strategic/organizational analysis reveal where the organization training is needed and under what conditions it will occur. Task analysis explains what must be done to perform a job or complete a process successfully. Person analysis reveals who needs to be trained, and what kind of training he/she need.

Level	What is measured
Strategic/Organizational	Where the training is needed and in what conditions will the training be conducted ?
Task	What must be done to perform the job effec-tively ?
Person	Who should be trained? What kind of training do he/she need ?

Levels of needs assessment

Strategic/Organizational Analysis

Needs assessment at the organization level is usually conducted by performing an organizational analysis. Organizational analysis is a process used to better understand the characteristics of the organization to determine where the training and HRD efforts are needed and the conditions within which they should be conducted. Kavita Gupta has called to this type of analysis as a strategic analysis. For example, some years ago, Scott Paper purchased a food service operation that suffered from low employee morale. An extensive needs assessment process resulted in the food service division implementing a succession planning and management development program.

Within four years, the product defects dropped dramatically, on-time delivery rates increased to 98 percent, and plant capacity was increased by 35 percent. The point to stress here is that the organizational analysis they conducted (as part of the overall needs assessment) provided the impetus for a successful HRD effort, as well as the content of the actual development program.

Components of a Strategic/Organizational Needs Analysis

This type of analysis requires a broad or "whole system" view of the organization and what it is trying to accomplish. The organizational characteristics studied may include goals and objectives, reward systems, planning systems, delegation and control systems, and communication systems. According to Irwin Goldstein, an organizational analysis should identify:

@Organizational goals
@Organizational resources
@Organizational climate
@Environment constraints

Each of these factors provides important information for planning and developing HRD programs and is described further in the following sections.

Organizational Goals

Understanding the organization's goals and strategy provide a starting point in identifying the effectiveness of the organization. Areas where the organization is meeting its goals probably do not require training efforts, but should be monitored to ensure that opportunities for improvement and potential problems are identified early. Effective areas can be used as models, and as a source of ideas for how things can be

Organizational Resources

An awareness of the organization's resources is particularly useful in establishing HRD needs. Obviously, the amount of money available is an important determinant of HRD efforts. In addition, knowledge of resources such as facilities, materials on hand, and the expertise within the organization also influence how HRD is conducted. Resource availability can dictate some of the options to be considered when designing and implementing HRD programs and can influence the priorities given toHRD needs.

For example, if there are no classroom or conference room facilities within the organization, the scheduling and location of an HRD program that require such facilities can become very difficult and expensive. In this case, it may be necessary to use an off-site location, such as a conference center or hotel, or to schedule the program in the company cafeteria after working hours.

Organizational Climate

The climate within the organization is an important factor in HRD success. If the climate is not conducive to HRD, designing and implementing the program will be difficult. For example, if managers and employees do not trust one another, employees may not participate fully and freely in a training program.

Similarly, if problems exist between senior and middle management, as has happened in many organizations during restructuring, middle managers may resist or not fully cooperate in the training effort, seriously reducing training effectiveness. Researches show that an organization's transfer of training climate affects whether employees use the skills theyacquire in HRD programs back on the job.

Environmental Constraints

Environmental constraints include legal, social, political, and economic issues faced by the organization. Demand for certain types of HRD programs can be affected by these constraints. Knowledge of legal issues can ensure that the HRD effort is in compliance and will not itself be a source of problem.

For example, equal employment opportunity goals should be considered when determining how people will be assigned to a training program, especially if the program is a prerequisite for entry into a particular job. Similarly, economic issues, such as increased competition, can also have an impact on HRD programs. If an organization decides to reduce staff as a part of a cost- cutting program, training may be necessary to ensure that the employees who remain will be able to perform the tasks that were performed by the workers.

Advantages of Conducting a Strategic/Organizational Analysis

As discussed earlier, organizational analyses reveal where HRD is needed and the organizational and environmental conditions that may affect the HRD effort. Knowledge of these issues ensures that all HRD programs are tied to the organization's strategy and mission, which is crucial to its success. Communicating the link between HRD activities and the organization's strategic plan to the operating managers and employees makes the importance of HRD programs clear. This may also generate support for HRD efforts and increase the motivation of those being trained.

One way to establish this connection is to link organizational analysis with the strategic planning process, especially because much of the same information is obtained in both procedures. The strategic plan can be a valuable source of information for organizational analysis, whereas HRD efforts can become a major component of carrying out the strategic plan.

For example, if an insurance company decides as part of its strategic plan to expand the services it offers to clients (e.g., pension management), it is likely that the current employees will require training in the new service area to ensure successful implementation of the plan.

Methods of Strategic/Organizational Analysis

Strategic/organizational analysis methods depend on the particular organization. A list of data sources is available for determining training and HRD needs (Table). The list includes the following: human resource inventories (formerly known as manpower inventories), skills inventories, organizational climate measures, and efficiency indexes. Some of these sources, such as efficiency indexes, are continuously monitored by many organizations as part of the normal control procedures and the data are readily available. Ferdinand Tesoro and Jack Tootson of Dell Computers provide some excellent guidance for using existing organizational measures as the basis for training and performance improvement efforts. Other sources, such as organizational climate, may require the administration of an employee survey. Such surveys can be designed by the organization or purchased commercially.

Data source Recommended		HRD/Training Need Implications
1	Organizational goals and Objectives	Where HRD or training emphasis can and should be placed. These provide normative standards of both direction and expected impact which can hig- light deviations from objectives and performance problems.
2	Human resource (manpower) inventory	Where HRD training in needed to fill gaps caused by retirement, turnover, age etc. This provides an important demographic database regarding posible scope for the training needs.

3	Skills inventory	Number of employees in each skill group, knowledge and skills levels, training time per job, etc. This proviesan estimate of the magnitude of thespecific needs for HRD/training use- ful in cost-benefit analysis of HRD projects
4	Organizational climate in-dexes	These " quality of working life" indica-tors at the organization level may helpfocus on problems that have HRD/ training components.
	Labor-Management data-strikes, lockouts,etc.	All of these items related to either work participation or productivity are useful both in discrepancy analy- sis and in helping management set avalue on the behaviors it wishes im-proved once HRD or training have been established as relevant solutions.
	Grievances	
	Turnover	
	Absenteeism	
	Suggestions	
	Productivity	
	Accidents	
	Short-term sickness	
	Observation of employee be-havior	
	Attitude surveys	Good for locating discrepancies be-tween organizational expectations and perceived results
	Customer complaints	Valuable feedback; look especially for patterns and repeat complaints
5	Analysis of efficiency index-es	Cost accounting concepts may repre-sent ratio between actual performanceand desired or standard performance
	Costs of labor	
	Costs of materials	
	Quality of product	
	Equipment utilization	
	Costs of distribution	
	Waste	
	Downtime	
	Late deleveries	
	Repairs	
6	Changes in system of sub-system	New or changed equipment may pre-sent HRD or training problems

7	Management requests or Management interrogation	One of the most common techniques of HRD/training needs
8	Exit interviews	Often information not otherwise available can obtained in these.Prob- lem areas and supervisory training needs especially.
9	MBO or Work planning and review systems	Provides Performance review, potential review and long term business objectives. provides actual performance data on a recurring basis so that base- line measurements may be known and subsequent improvement or dete- rioration of performance can be identified and analyzed

Sources of data for organization needs analysis

Each of these methods uses job experts (i.e., incumbents or supervisors) or trained observers to provide and evaluate job information. To obtain a more complete view of the job, it is desirable to use more than one method. This, of course, depends upon the nature of the job being studied and the time and resources available. Methods that involve a range of organization members (supervisors, managers, and employees), such as the CIT and task inventory, have the advantage of building commitment and accountability to the overall HRD effort. This can help facilitate the progress of the HRD intervention down the line. It is vital that all task statements are evaluated in terms of their importance for job performance, the frequency with which the tasks are performed, and how difficult it is to become proficient at the tasks.

Goldstein provides a list of questions to ask during an organizationalanalysis:

Are there any unspecified organizational goals that should betranslated into training objectives or criteria?

Are the various levels in the organization committed to the training objectives?

Have the various levels or participating units in the organization been involved with developing the program, starting with the assessment of the desired end results of training?

Are the key individuals in the organization ready to accept the behavior of the trainees, and also to serve as models of the appropriate behavior?

Will the trainees be rewarded on the job for the appropriate learned behavior?
Is the training used to overcome organizational problems?

Is top management willing to commit the necessary resources to maintain the organization and work flow while individuals are being trained?

Organizational analysis can be a critical component of an effective HRD effort. Although it would be optional to conduct a complete organizational analysis on a regular basis, resource and time limitations often make this difficult. At the very least, HRD managers and professionals should continuously monitor the organization's environment, goals, and effectiveness by taking advantage of information already collected by the organization. This responsibility is increasingly expected of all managers and supervisors (and many employees), as the environment becomes increasingly more turbulent and the competition become fiercer.

	Technique for Obtaining JobData	HRD/Training Need Implication
1	Job descriptions	Outlines the job in terms of typical dutiesand responsibilities but is not to be meantall-inclusive. helps define performance discrepancies
2	Job specifications or task analysis	List specified tasks required for each job. More specific than job descriptions. specifications may extend to judgementsof knowledge, skills, and other attributesrequired of job incumbents.
3	Performance standards	Objectives of the tasks of job and stand-ards by which they are judged. this mayinclude baseline data as well
4	Perform the job	Most effective way of determining spe- cific tasks but has serious limitations the higher the level of the job in that perfor- mance requirements typically have longergaps between performance and resulting outcomes
5	Observe job-work sam-pling	
6	Review literature con-cerning the job	Possibly useful in comparison analyses of job structures but far removed from eitherunique aspects of the job structure withinany specific organization or specific performance requirements
	Research in other indus tries	
	Professional journals	
	Documents	
	Government sources	
	Ph.D. and master's theses	
7	Ask questions about thejob	
	of the job holder	
	of the supervisor	
	of higher management	

8	Training committees or conferences	Inputs from several viewpoints can often reveal training needs or HRD/training desires
9	Analysis of operating problems	Indications of task interference, environ-mental factors, etc.
	Downtime reports	
	Waste	
	Repairs	
	Late deliveries	
	Quality control	
10	Card sort	How to statements sorted by training importance.

Task Analysis

Task analysis (sometimes called operation analysis) is a systematic collection of data about a specific job or group of jobs to determine what an employee should be taught to achieve optimal performance. Results of a task analysis typically include the appropriate standards of performance, how tasks should be performed to meet these standards, and the knowledge, skills, abilities, and other characteristics (KSAOs) that employees need to possess in order to meet the standards. Table lists a variety of data sources available for task analysis, including job descriptions, observing the job, asking questions about the job, and reviewing literature about the job.

Although there is general agreement about the purpose of task analysis, there are differing views about how it should be accomplished. We combine the approaches used by others into the following five-step process:

Sources of data for task needs analysis

@ Develop an overall job description.
@ Identify the task.
@ Describe what should be done in the task.
@ Describe what is actually done in the task.
@ Describe KSAOs needed to perform the job.
@ Identify areas that can benefit from training.
@ Prioritize areas that can benefit from training.

The Task Analysis Process
STEP1
OVERALL JOB DESCRIPTION

The first step in the process is to develop an overall description of the job or jobs being analyzed. A job description is a narrative statement of the major activities involved in performing the job and the conditions under which these activities are performed. In some organizations, job descriptions are readily available and are updated regularly, so that they accurately reflect the job as it is performed. If this is the case, the HRD professional should obtain and review the description. Without up-to-date job descriptions, it may be necessary to conduct a job analysis.

A job analysis is a systematic study of a job to identify its major components. The job analysis process (described in detail by Gael and Gatewood and Field) generally involves observing the job being performed; asking job incumbents and supervisors the questions about the job, tasks, working conditions, and KSAOs; examining the outcomes of the job; and reviewing relevant literature about the job. Sometimes, the task portion of the job analysis is referred to as the job description, whereas the KSAO portion is called the job specification; however, both task and KSAO portions are generally included in written job descriptions.

Even if a current job description is already available, it is valuable to observe the job as it is performed- a sort of reality test that can give the HRD professional a clearer idea about the tasks and the conditions employees face.

STEP 2
TASK IDENTIFICATION

Task identification focuses on the behaviors performed within the job. In task identification, the following information about the job is determined and clearly described:

@ The major tasks within the job
@ How each task should be performed (i.e., performance standards)
@ The variability of performance (how the tasks are actually performed in the day-to-day operations)

Both performance standards and performance variables are critical to an effective needs analysis. Although the standards describe what should be done, information about the variability of performance shows what is done. This allows the HRD professionals to identify discrepancies that should be remedied and what the trainees should do at the conclusion of training. Both these are important in developing training objectives.

Five methods for task identification include:

Stimulus-response-feedback
Time sampling
Critical incident technique
Job inventories
Job-duty-task method

The stimulus-response-feedback method breaks down each task into three components. The first component is the stimulus, or cue, that lets an employee to know that it is time to perform a particular behavior. The second component is the responsive or behavior that the employee is to perform. The third component is the feedback the employee receives

about how well the behavior was performed. This task identification method results in a list of the cues, behaviors, and feedbacks that make up each task involved in the job. It is well suited for jobs with relatively simple tasks that can be directly observed, whether by a supervisor, the job incumbent, or a trained analyst.

Time sampling, the second task identification method involves having a trained observer watch and note the nature and frequency of an employee's activities. By observing at random intervals over a period of time, a clearer picture of the job is understood and recorded.

The critical incident technique (CIT) developed by John Flanagan can also be used for task identification. The CIT involves having individuals who are familiar with the job record incidents of particularly effective and ineffective behavior that they have seen on the job over a period of time (like one year). This can be done by individuals or in groups. For each incident, the observer is asked to describe the circumstances and the specific behaviors involved, and suggest reasons why the behavior was effective or ineffective. The CIT result is an understanding of what is considered both good and poor performance.

A job inventory questionnaire is a fourth approach to task identification.

Job title: HRD Professional		Specific duty: Task Analysis
Tasks	Subtasks	Knowledge and Skills Required
1. List tasks	Observe behavior	List four characteristics of behavior
	Select verb	Classify behavior Knowledge of action verbs
	Record behavior	Grammatical skills State so understood by others
2. List subtasks	Observe behavior	Record neatly List all remaining acts
	Select verb	Classify behavior State correctly
	Record behavior	Grammatical skills Neat and understood by others
3. List knowledge	1. State what must be known	Classify all information
	2 . Determine complexity of skill	Determine if a skill represents a series of acts that must be learned in a sequence

Applying the job-duty-task method of task analysis

STEP 3
IDENTIFY WHAT IT TAKES TO DO THE JOB

Successful task performance requires that employees possess the KSAOs to perform the task. The HRD professional must specify the KSAOs because it is these competencies (Table) that employees must develop or acquire during the training program.

As noted earlier, a thorough job analysis will contain this information in the job specification section. If this information is not available or is not current, the HRD professional can determine these factors by questioning supervisors, job incumbents, and other experts and by reviewing relevant literature. Clear KSAO statements should be written and then evaluated with regard to their importance to job performance, learning difficulty, and the opportunity to acquire them on the job

Knowledge	An understanding of a body of information, usually of a factual or procedural nature, that makes for successful performance of a task
Skill	An individual's level of proficiency or competency in per-forming a specific task level of competency is usually ex-pressed in numerical terms
Ability	A more general enduring trait or capability an individual possesses when he or she first begins to perform a task e.g. the power to perform a physical or mental function
Other characteristics	Includes personality , interests, and attitudes

Definitions of knowledge, skill, ability, and other characteristics (KSAOS)

Information about the KSAOs required to perform a job is valuable in determining the focus of an HRD program. Some KSAOs, such as oral and written communication skills or knowledge of safety procedures, are necessary for effective performance in many jobs. If this is the case, it may be possible to develop and conduct an HRD program that can be offered to employees in wide range of jobs.

STEP 4
IDENTIFY THE AREAS THAT CAN MOST BENEFIT FROM TRAINING OR HRD

In this step, the focus is on determining which tasks and capabilities should be included in HRD programs. Both ratings of tasks as well as ratings of KSAOs should be examined. Task ratings should be studied concerning their importance, time spent, and the ease of acquisition. KSAO ratings should be studied for their importance, the difficulty of learning, and opportunity to acquire them on the job. The tasks and KSAOs receiving the highest ratings should be considered as the primary condition for inclusion in HRD programs.

Care must be taken to balance the concerns raised by these ratings. For example, a high rating on time spent and ease of learning may indicate that a particular task should be included in training. However, if that same task is also rated low in importance to successful job performance, it may not be worth the time and effort involved in training (or perhaps less expensive training methods can be used). It is also important to remember that not all problems are appropriately dealt with through HRD programs. Other HR or management approaches may be better suited for particular issues and situations.

STEP 5
PRIORITIZE TRAINING NEEDS

At the end of Step 4; it should be clear which tasks and KSAOs could benefit from training. These tasks and KSAOs should be prioritized to determine which ones should be addressed first. Again, inspection of the ratings provided in Steps 2 and 3 can facilitate the prioritization process (more will be said about prioritizing training needs at the end of this chapter).

An Example of a Task Analysis: TEXAS Instruments

A task analysis performed to develop a train-the-trainer program at Texas Instruments Corporation (TI) provides a good illustration of the ideas included in our discussion of the task analysis process. The training staff at TI needed to determine training needs and deliver an inexpensive program to quickly train expert engineers to instruct new engineers. Consultants began the process by meeting with branch managers, department heads, and employees from five TI branches to determine the following information:

1. The mission of the department
2. Perceived training needs
3. Current and previous efforts in staff development
4. 4.The roles, responsibility, and team arrangements within the different branches

This organizational analysis identify the significant issues involved, and the training team then used this information in persuading top managers to commit to a five-step approach to task analysis:

@ List typical tasks.
@ Survey staff.
@ Observe the classroom.
@ Conduct structured interviews.
@ Prepare and present a final report

The list of tasks was developed by examined literature on training delivery, including company technical reports and the American Society for Training and Development's Models for Excellence study. TI managers reviewed the initial list of tasks, added several tasks, and reworded other task statements. The list was then organized into five areas of responsibility and given to employees to review and supplement. This step ensured that all the professionals had input into defining their jobs from their perspectives, and it resulted in a 117-item list of tasks that trainers would typically be expected to perform.

For the staff survey, all members of the department received a questionnaire listing the tasks and asking them to rate each task according to (1) its importance to their job and (2) their interest in receiving more training related to task. Each item was given a mean rating score on importance and interest. The results were examined to determine whether differences existed in the five branches. The result was that no such differences existed.

Classroom observations of experienced and new TI trainers were conducted to provide additional information on instructional delivery. Teams of observers viewed instructors for one hour and met with each instructor to provide feedback. Individuals for each branch participated in structured interviews to maintain consistency between the survey findings and the classroom observations. This allowed the training team to gather more information about each branch and to "validate" the data gathered earlier. The interview results were consistent with data from the othersources.

The final step was the preparation of the final report. This consisted of examining the results and developing an executive summary outlining strengths and recommendations for training in each of the five areas of the task list, along with data for each data collection method.

The needs analysis was described as a success because it allowed input and participation at all levels, ensuring cooperation and comprehensiveness. As a result, the training team was able to identify and rank training needs based on sound information rather than relying on intuition alone.

This example reinforces several important points about task analysis:

@ Input from managers, supervisors, and employees can ensure support for needs analysis and pave the way for support for training.

@ Multiple methods not only provide unique information but also enable the analyst to confirm findings and identify and resolve discrepancies.

@ Ratings of tasks allow for quantitative analysis of which tasks maybenefit from training and which should be addressed.

@Viewing needs from a broad perspective, rather than focusing only on performance deficiencies, results in a better understanding of training needs and build support for training programs.

Person Analysis

Person analysis is directed at determining the training needs of the individual employees. The focus is typically on how well each employee is performing key job tasks, but this process may identify wide range of both common and unique HRD needs. Someone who can observe the employee's performance on a regular basis is in the best position to conduct a person analysis.

Traditionally, person analysis has involved an employee and that employee's immediate supervisor. Depending on the nature of an individual's work, that employee's peers, customers, and subordinates may also be in a position to provide information that can be used to identify person-level needs. In fact, an evaluation approach called 360-degree

performance appraisal uses as many of these sources as possible to get a complete picture of an employee's performance.

Immediate supervisors play a particularly important role in person analysis. Not only are they in a position to observe employee performance, but it is also their responsibility to do so. The access to HRD programs in many organizations requires the supervisor's nomination and support. Many methods of person assessment require an effective supervisor to implement them properly. The sources for person analysis data include performance evaluation, direct observation, tests, questionnaires, and critical incidents as sources of information available for person assessment (Table). In addition, to the individuals recently hired into an organization, the information collected as part of the selection process can also be used to determine any developmental needs that the individual has.

Components of Person Analysis

In whatever manner the data for person analysis is collected, an effective person analysis should consist of two components: summary person analysis and diagnostic person analysis. Summary person analysis involves determining the overall success of individual employee performance. Diagnostic person analysis tries to discover the reasons for an employee's performance. Effective performers may be the source for ideas on how to improve employee performance, whereas analysis of ineffective performers can identify what interventions (HRD or otherwise) are needed to improve performance.

Performance Appraisal in the Person Analysis Process

Performance appraisal can be a valuable tool for collecting person analysis data. However, although it may be tempting to think that performance appraisal by itself can be the sole source of person analysis information, this view is shortsighted. In reality, using performance appraisal in needs analysis requires a manager to "have access to a variety of different pieces of information and make a number of complex decisions." Multiple source performance appraisals have potential both for needs assessment and as a tool for enhancing individual performance. Clearly, organizations are using it. We believe that HRD practitioners should use multiple source performance appraisal information as one element of person analysis, but that they should do with caution. It is important to verify any information gathered and to monitor the research being done on the properties of multisource performance data to be sure the quality of the information gained is high enough to accurately identify HRD needs.

Unit III SHRD

<u>Socialization</u>
It refers to process of making the new employees get acquainted to the new environment of the organization. This reduces the anxiety of the new hires and allows them to adjust with the other existing employees in the company.
The purpose of Socialization can be distinctive from firm to firm. However there are certain fundamental purposes which are discussed below.

- **Employment Situation**: The basic purpose of every organization would be to make the new employees industrious as soon as possible. Hence detailed information relating to work is provided at the initial stage itself.
- **Rules and Policies**: The workforce should have a good understanding of the constraints and policies of the
- organization for smooth and continuous operations. Therefore, all the jobs in the company have to be performed as per those rules and policies.
- **Compensation and benefits:** Although this information is made clear during the recruitment process, an analysis of this is required during socialization process. The employees will have some interest in knowing the rewards offered by the company.
- **Corporate Culture:** The organization culture affects the entire working pattern of any company. This includes everything, from the way they dress to the way they behave with the other employees. Hence, a glimpse of the culture should be given during Socialization.
- **Working as a team:** During Socialization, the importance of working as a leader is emphasized to add value to the organization. This ability of leadership is assessed during the initial stages of selection and training.
- **Dealing with Change**: Coping with change is a big challenge to the employees at all levels in the organization. The employees must have the ability to manage or deal with change for survival in their respective jobs. Socialization helps them in preparing for change by continuously developing and training their skills.

<u>Process of Socialization</u>

3 Stages of Organizational Socialization

Socialization Process in Organization
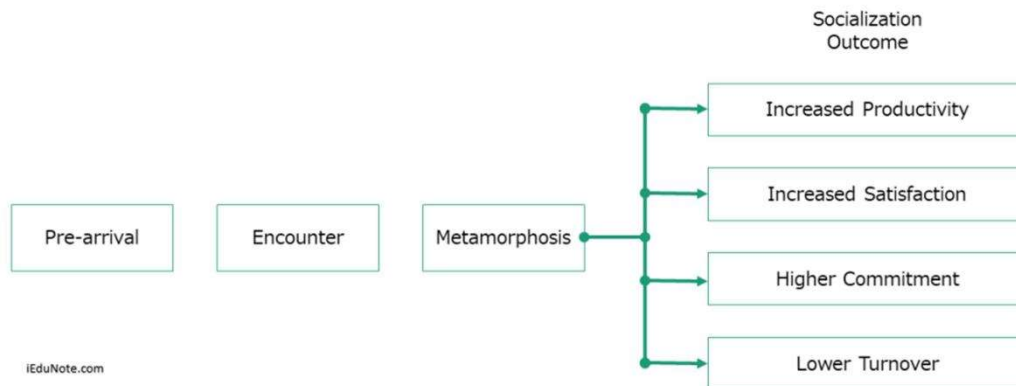
The Pre-Arrival Stage

The socialization process contains three stages that occur consecutively. It starts with the pre- arrival stage, which consists of anything a potential organization member has learned about the organization before joining.

Part of the pre-arrival stage is the selection process, which the hiring company uses to hire people who can adequately perform the job and select people who will fit well into the company's culture

Candidates who find that their personal values do not match the core values of the prospective company should disqualify themselves from the selection process at this time. **The Encounter Stage**

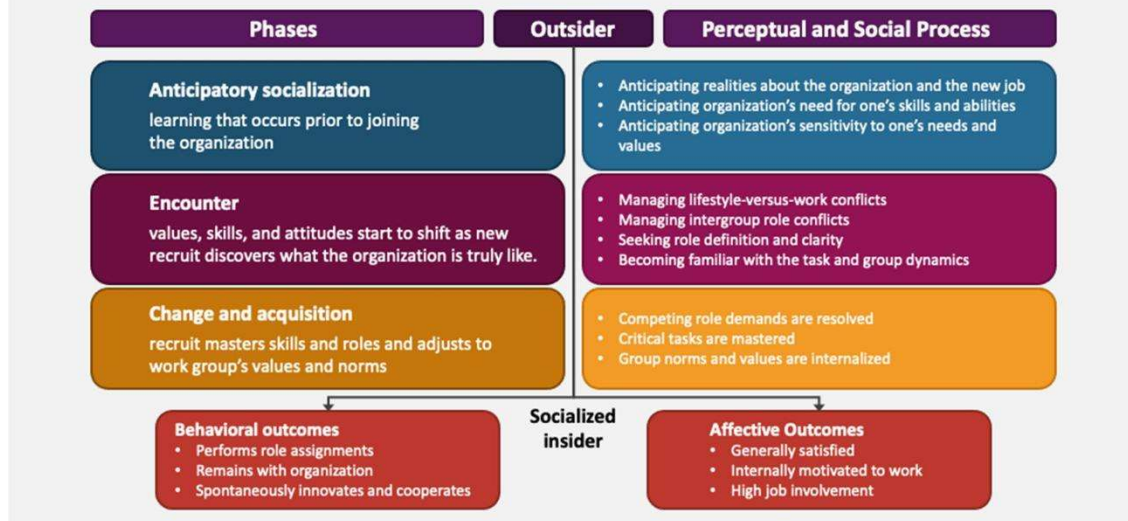Once a candidate accepts a job offer, they enter the encounter stage.

This stage is where the new employee's expectations meet the reality of the job. Suppose the reality of the new job is different than what the new employee expected it to be. In that case, socialization methods are used to orient the new employee to the existing culture and to help them make sense of the culture of their new organization.

Metamorphosis

Finally, the new member must work out any problems discovered during the encounter stage. This may mean going through changes – hence, we call this the metamorphosis stage. The options presented in the above figure are alternatives designed to bring about the desired metamorphosis

Successful metamorphosis should have a positive impact on the new employee's productivity and commitment to the organization and reduce his propensity to leave the organization.

FELDMAN'S MODEL OF ORGANIZATIONAL SOCIALIZATION

Phases	Outsider	Perceptual and Social Process
Anticipatory socialization learning that occurs prior to joining the organization		• Anticipating realities about the organization and the new job • Anticipating organization's need for one's skills and abilities • Anticipating organization's sensitivity to one's needs and values
Encounter values, skills, and attitudes start to shift as new recruit discovers what the organization is truly like.		• Managing lifestyle-versus-work conflicts • Managing intergroup role conflicts • Seeking role definition and clarity • Becoming familiar with the task and group dynamics
Change and acquisition recruit masters skills and roles and adjusts to work group's values and norms		• Competing role demands are resolved • Critical tasks are mastered • Group norms and values are internalized

Socialized insider

Behavioral outcomes
• Performs role assignments
• Remains with organization
• Spontaneously innovates and cooperates

Affective Outcomes
• Generally satisfied
• Internally motivated to work
• High job involvement

What is Realistic Job Preview?

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

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

A Realistic Job Preview provides the following:

• Pay

• Work hours

• Job related tasks

• Schedule flexibility

• Work culture

• Related pressure

• Degree of customer interaction

• Degree of physical risk

• Priority associated to job

Advantages of Realistic Job Previews:

For the employee:

• **Reduced stress:** The employee takes up the job knowing exactly what to expect. This reduces job related grievances considerably and thus keeps the employee from getting too stressed

• **Taking an informed decision:** When a Realistic Job Preview is shared, the candidates apply only when they know that they will be able to cope up with the expectations

• **Increase in job satisfaction:** Unpleasant work details are not presented to employees post joining. Their job tasks are exactly as described to them. This increases job satisfaction

For the employer:

• **Reduced attrition:** As the job preview describes the associated negative aspects of the job clearly, the new hires do not face any unknown unpleasantness. E.g. X took up a job knowing that he is expected to work on erratic shifts. So working on weekends or night shifts does not stress him and he does not consider leaving the organization for the same.

• **Better hiring decisions:** On providing a Realistic Job Preview, the talent pool that applies are well aware of the job and turnover is low. So, cost of bad hire is reduced

• **Increase in corporate citizenship behaviour:** The employee sees Realistic job Preview as an act of honesty on the part of the organization. Thus the employer-employee trust increases, thereby the organizational citizenship behaviour of the employee increases

Disadvantages of Realistic Job Preview:

• They may lead to negative attitude towards a job

• The nature of work changes with time. Updating the previews along with the changing job may be time consuming as well as costly

They would be aware of what he organization will pay them, the duty hours, culture of the organization, duty schedule. Also they would be knowing what is expected of them – late hours, stress, customer interaction, urgency in work, some physical risk etc.

The 4 issues that challenge Realistic Job Preview are:

1. Realistic Job Previews are not shared by the recruiters during the interview.

2. The nature of information shared is unclear.

3. Right questions are not asked.

4. Applicants report desiring more specific information than they commonly receive.

What is an HR Assessment?
An HR Assessment is a comprehensive review and evaluation of the human resources services that are delivered to an organization. An HR Assessment:

- Provides a strategic and operational analysis of existing workplace policies, programs, and practices.
- Evaluates the compliance and effectiveness of those policies, programs, and practices.
- Evaluates the structures and competencies of an HR department's workflow, roles, and responsibilities.
- Addresses the strengths and gaps in service and how those services align with the needs of the employees and the goals of the organization.
- Provides actionable recommendations for measurable change and best practices.
- **Compliance with changing laws**

- o An HR Assessment can uncover areas of noncompliance that if not identified and rectified can cost the organization money and impact its reputation.
- o Hiring and firing practices, recordkeeping, exempt and non-exempt employee status, salary and benefits practices, vacation policy, and safety are all areas of risk when it comes to compliance.
- o Keep in mind that small businesses may be more vulnerable if they have a non-HR employee managing HR rather than an experienced HR professional or team.

- **Equitable and consistent policies and practices**

  - o Beyond complying with government-mandated policies, fair and consistent organization-driven HR policies and practices are important and can measurably increase morale, performance, and ultimately, employee satisfaction.
  - o Conversely, policy inconsistencies can be interpreted by team members as inequitable, biased, and showing favoritism.
- **Inventory of HR Programs**
  - o The importance of the quality of HR programs provided to an organization and supported by senior leadership cannot be stressed enough. An inventory of HR programs should include:
    - The recruitment, hiring, and onboarding process
    - Performance management
    - Employee development and training
    - Compliance and equity of salary and benefits programs
    - Diversity, equity, and inclusion for all existing and prospective employees
    - Communication tools
    - Employee access to information through up-to-date technology
  - o Where these programs and practices exist, organizations will want to evaluate the quality of service. Where they do not exist, organizations will want to consider building out these programs with the understanding that they can impact employee satisfaction, engagement, and retention.
- **HR skills, expertise, and resources**
  - o If there are gaps in service delivery, it may be a result of HR skill or competency deficiencies among team members that may require further education, reorganization, or possibly replacing staff.
  - o It may also uncover a need for additional education, more resources, and a need to implement/upgrade HR-related technology.

Conducting an HR Assessment and making changes based on results and recommendations will create trust and confidence in the HR function and the organization's commitment to improving its practices.

When should you conduct an HR Assessment?
There are multiple reasons and particular circumstances that can or should prompt an HR Assessment:

- A concern and desire to ensure that HR programs are meeting organizational needs and delivered efficiently and effectively
- Significant HR regulatory changes that impact or are impacting policies and practices
- The number of employees or growth in the business passes a certain threshold, and there is concern about the knowledge base/experience and overextending existing staff
- A change in leadership or organizational structure
- Due diligence after a merger or acquisition

Tools:
- SurveyMonkey or an equivalent survey tool to gather anonymous information from your entire employee population or a predetermined subset of employees.
- A video conferencing solution like Zoom for remote interviews, or meeting rooms to interview on-site stakeholders (i.e., the current HR team, members of management, employees, HR-related vendors, and Board members)
- Access to relevant HR software, including a comprehensive HRIS, payroll systems, etc.

Resources:
- The employee handbook, if one exists
- An organizational chart
- Strategic plan
- All documented employee policies and practices
- Employee records, either paper or digital
- Up-to-date job descriptions for each position

Common Evaluations Of HRD Include:
1. This evaluation assesses the impact of training programs on employee knowledge, skills, and performance. It may involve pre- and post-training assessments, as well as on-the-job performance measurements.
2. **Employee Engagement and Satisfaction**: HRD initiatives can be evaluated based on their impact on employee engagement, satisfaction, and morale. Surveys, feedback sessions, and retention rates can provide valuable insights.
3. **Return on Investment (ROI):** Calculating the ROI of HRD initiatives involves comparing the costs of development programs with the resulting benefits, such as increased productivity, reduced turnover, and improved performance.
4. **Skill and Competency Assessments:** Assessing changes in employee skills and competencies before and after HRD interventions can provide valuable data on the effectiveness of development programs.
5. **Impact on Organizational Goals:** Evaluating how HRD initiatives align with and contribute to the achievement of organizational goals and objectives is essential. This may include measuring the impact on key performance indicators and business outcomes.
6. **Feedback and Performance Reviews:** Regular feedback and performance reviews can help assess the impact of HRD initiatives on

individual and team performance, as well as identify areas for improvement.

7. **Benchmarking:** Comparing HRD practices and outcomes with industry benchmarks or best practices can provide valuable insights into the effectiveness of an organization's development efforts.

It's important to note that the evaluation of HRD should be ongoing and integrated into the overall strategic planning and performance management processes of an organization. Each evaluation method provides a different perspective on the effectiveness of HRD and can inform continuous improvement efforts.

How to orient new employees?

The format of the Employee orientation program may vary. The basic elements are as follows:

1. Introduction and initiatory greetings
2. Overview of the company
3. Policies and protocols
4. Job focused training
5. Benefits and perks
6. Workplace safety
7. Team introduction
8. Essential support
9. Follow-up

1. Introduction and initiatory greetings: The meetings are conducted by the human resources department, which introduces and makes the first formal greetings to   the manager and the members and co-workers.

2. Overview of the company: Now, employees are provided with insights into the company's mission, basic values, and goals to be achieved, and their role will help in overall success.

3. Policies and protocols: The policies and protocols are informed, which involves leaving policies, code of conduct, and confidentiality of the data.

4. Job-focused training: New employees are trained according to their specific job roles, which helps them to upskill and get familiar with the tools and techniques being used in the organization; this training includes technical training and skill development programs.

5. Benefits and perks: Employees are familiarized with the certain benefits and perks they would be provided throughout, such as healthcare plans, loans, and other perks.

6. Workplace safety: All the knowledge related to workspace safety and any specific health and safety guidelines are provided in the session.

7. Team introduction: Introduced to their team members and department co-workers, also get familiarized with the mode of communication and interaction sessions.

8. Essential support: Employees are provided with the resources like organizational sheets, manuals and policies, and tools.

9. Follow-up: During the orientation, new hires are provided with ongoing support and certain follow-up meets to cross-check with them, as this helps them to feel   supported and get integrated into the company.

What is the major purpose of an employee orientation program?

The major purpose of an employee orientation program is that it allows new hires to get familiarized with the necessary information and objective, which helps in a smooth transition in roles and responsibilities and be an asset to the organization.

It also allows new employees to connect with their colleagues, supervisors, and other members, which helps them to feel engaged, valued, and motivated toward the role. **Why is employee orientation important?**

Employee orientation is considered important because of several ways:

1. Easy onboarding

2. Clear expectations

3. Information transfer

4. Engagement and motivation

5. Connecting with employees

6. Productive performance

7. Job retention

1. Easy onboarding: This helps a smooth transition in their roles and responsibilities and assimilate with their surroundings to work effectively.

2. Clear expectations: It helps to ensure the basic job positioning and performance expectations so that they can align with the code of conduct and efforts.

3. Information transfer: Orientation allows the organization to pass the information to the new hires, which includes mission, vision, and culture, so that they can   contribute to their full potential.

4. Engagement and motivation: A well-established orientation allows the creation of a positive impression and makes new hires feel engaged, which keeps them motivated to work towards the goal.

5. Connecting with employees: Employee orientation allows new employees to build relationships, such as connecting with co-workers, managers, and other members. This allows employees to have a sense of belonging.

6. Productive performance: Well- organized orientation fosters new employees to gain knowledge and skills related to their job roles and perform accordingly; this allows employees to understand tasks and tools through various training and mentoring programs.

7. Job retention: Onboarding contributes to employee satisfaction, making them feel welcomed and supported. This positive experience fosters them to commit to long-term relationships with the organization.

Employee Counselling

Meaning

Employee counselling is a vital part of performance review and potential appraisal, if these are to achieve their basic purpose of helping employees to improve and develop. Unless carefully and sensitively handled, employees may become more dissatisfied after the counselling than before.

Employee Counselling

– Concept Counselling is a two-way process in which a counsellor provides help to the workers by way of advice and guidance.

The term 'counselling' refers to the help given by a superior to his subordinate in improving the latter's performance. It is a process of helping the employees to achieve better adjustment with his work environment to behave as a psychologically mature individual, and help in achieving a better under-standing with others so that his dealings with them can be effective and purposeful. Thus, the basic objective of counselling is overall development of the employee.

This definition has three concept:

(i)   Counselling deals with emotional problems.

(ii)   Counselling involves discussion i.e., it is an act of communication. Successful counselling depends on communication skills, primarily face- to-face, by which one person's emotions can be shared with another.

(iii)   The general objective of counselling is to understand and/or decrease an employee's emotional disorder. If two individuals merely discuss an emotional problem of either of them, a social relationship may be established, but hardly a counselling one, because intent is not there.

Employee Counselling – Need and Objectives

Need for Employee Counselling:

1. There is a need for the employees to come out from the problems, gives a new way to deal with the problems.
2. The employees need to know as to how much the employer care for the employee.
3. There is also a need to identify the work related problems and the poor performance.
4. There is a need to increase the productivity of employee and the confidence about the work.

Objectives of Employee Counselling:

i.   Helping employees to realize their potential.

ii.   Helping employees to understand their strengths and weaknesses.

iii.   Providing employees an opportunity to acquire more insight into their behaviour and analyse the dynamics of such behaviour.

iv.   Helping employees to have a better understanding of the environment.

V   Increasing personal and interpersonal effectiveness through effective feedback.

vi. Encouraging employees to set goals for further improvement

Normally employee counselling involves the following types:
1. Directive Counselling,
2. Nondirective Counselling,
3. Cooperative Counselling,
4. Participative Counselling,
5. Desensitization,
6. Catharsis,
7. Insight, and
8. Developing the new patterns

Benefits of Employee Wellness Programs

Even though the advantages of an employee wellness program may be hard to see at first glance, employees who are healthy usually bring a range of benefits to other employees and to the companies they work for. Here are some of the benefits of an employee wellness program.

. More productivity

Employees who eat healthily and exercise regularly are likely to be more productive than those who don't. Poor health behaviors are usually linked to high levels of <u>unproductivity</u> and ultimately lead to higher health risks and chronic diseases.

2. High employee morale

Wellness programs make employees feel appreciated and valued. Employees are happier when they feel appreciated and valued by their employers. The offer of wellness programs usually leads to more enthusiastic employees at work.

3. Improve recruitment and retention of employees

Good wellness programs will help companies to hire, as well as retain, the best employees. Many people are strongly influenced by the presence of health offerings and other benefits when they choose an employer. Wellness plans also play a vital role in <u>employee</u> <u>retention,</u> by helping to keep the employees loyal.

4. Reduced absenteeism

Workplaces with comprehensive wellness programs experience less absenteeism, due to employees being healthier and suffering less stress, leading to cost savings.

5. Reduced health risks

Helping employees to adopt healthy behaviors such as eating well, exercising, and avoiding tobacco lowers health risks. Low health risks lead to reduced health care costs.

6. Building camaraderie among workers

Some initiatives offer employees the chance to experience other activities unrelated to work, such as participating in a sports team, going to the gym, or eating lunch together. The interaction of co-workers facilitates bonding that helps teams work better together.

IMPACT OF HRD

Training program costs

Training Program Costs To calculate the cost of a training program, an HRD professional should consider five categories of expenses. Direct Costs These are costs directly associated with the delivery of the learning activities. They include course materials (produced or reproduced instructional aids, equipment rental travel food and other refreshments and the instructor salary and benefits. Such costs so directly tied to the delivery of a particular program that if you cancel. The program the day before you planned to conduct it.

Indirect Costs

These costs are in cured in support of learning activities but cannot be identified with any particular program. Even if the program were cancelled at the last minute, such costs could not be recovered.

. **Development Costs**

All costs in cured during the development of the program go in this category. Typically they included the development of video tapes and computer based instructional programming design of program materials, piloting of the program and any necessary redesign.

Overhead Costs

These costs are not directly related to a training program but are essential to the smooth operation of the training department. If you have audio visual equipment that has been purchased specifically for your department there is a cost to maintain that equipment. .

Compensation for Participants

These costs comprise the salaries and benefits paid to participants for the time they are in a program. If the program is for two days long. salaries and benefits for your participants for these two days are cost of the program. Typically HRD professionals do not know what the individual people.

Issues in Computing and Using Roi Estimates

Using ROI estimates to express the contribution of an HRD program has received increased attention. For example, Jack Phillips published three articles that advocated using ROI ratios and offered advice on how HRD practitioners could do this. (Recall that Phillips proposed a modification of Kirkpatrick's four-level evaluation model to include ROI as Level 5) Patti and Jack Phillips have written a recent article addressing ROI issues in the public sector. Jack Phillips also published a very useful book on HRD evaluation.

collecting the information needed to calculate ROI

1. Collection Level-4 evaluation data: Ask, Did on-the-job application produce measurable results?

2. Isolated the effects of training from other factors that may have contributed to the results.

3. Convert the results to monetary benefits.

4. Total up the costs of training.

5. Compare the monetary benefits with the costs. Step 1 and 2 focuses on research design issues. With regard to step 3, Phillips advocates collecting both hard and soft data (e.g., units produced and accident cost, employee attitudes, and frequency of use of new

skills) that demonstrate a program's effectiveness. This step would obviously be part of the evaluation study.

Utility Analysis

 The results of an evaluation study often express the effect of an HRD program in terms of a change in some aspect of the trainee's performance or behavior. For example, if untrained employees produce an average 22.5 units (per day or per hour) and trained employees produces on an average 26 units, the gain due to training is 3.5 units per employee. Utility analysis provides a way to translate these results into money terms. One popular approach to utility analysis is the Brogden-Cronbach-Gleser model. This model computes the gain to the organization in money terms ΔU, or "change in utility") using the following variables: N = Number of trainees T = Length of time the benefits are expected to be available dt = An effect size, which expresses the true difference of job performance between the trained and untrained groups (expressed in standard deviation units) SDy = money value of job performance of untrained employees (expressed in standard deviation units) C = Costs of conducting the training Wayne Cascio combined these elements into a formula to compute the money value of improved performance due to training. The left side of the equation estimates the benefits of training, while the right side presents the cost. The formula is: $\Delta U = (N) (T) (dt) (SDy) - C$ Some terms in the equation can be directly measured, such as N, C, and dt, but others, such as T and SDy, must be estimated. More complicated versions of this formula have been developed to account for other factors that may affect the real monetary value of the benefits, such as attrition and decay in the strength of training effects over time.

Toward that end, we provide a list of recommendations offered by various authors that should increase the chances that management will accept and use utility information
: ➢ Involve senior management in determining the utility model and procedures to be used.

➢ Train HR professionals and managers in the details of utility analysis.

➢ Offer an explanation to the components of the utility model. ➢ Involve management in arriving at estimates.

➢ Use credible and conservative estimates.

 ➢ Admit that the results of utility analysis are often based on fallible but reasonable estimates.

 ➢ Use utility analysis to compare alternatives, rather than to justify individual programs. Finally, it is important to remember that not all decision makers, and not all HRD programs, require justification in money terms. We agree with Latham's suggestion that HRD professionals find out from senior managers as to what they consider while determining the value of HRD programs and provide management with the information in those terms. For some organizations, this may include the money value, while in others demonstrating positive improvements in nonmonetary terms may be preferred.

A lively debate concerning the inclusion of "values" (other than financial return) in HRD evaluation was presented in Human Resource Development Quarterly.

Interested readers are encouraged to look further into these issues, as they again remind us of the ethical issues involved in all evaluation efforts. Finally, we present with an interesting situation where the researchers moved away from utility analysis and ROI calculations, and still managed to provide meaningful organizational-level data on the impact of training

HR professionals can influence their organization's strategy by:

- Promoting strategy development at the organizational, division and department levels.
  "We should be asking the strategic questions at every level of the organization.: Where are we going? What do we need to be doing to get there?" Wilkinson said.
- Providing strategy development training and resources to the organization. "We have to equip our people to do their work," he said.
- Modeling strategy by developing a strategic plan for the HR department to demonstrate its value.
- "The drivers have to break through the barriers to get where we want to be," he said.
- Finally, determine how the organization will monitor and measure its progress toward achieving its objectives.
- Many strategic plans fail because organizations never get around to the monitoring phase, Wilkinson said. Some make the mistake of measuring activities instead of results. For example, an organization might say its objective is to hold two membership drives a year without stating how many new members it would like to recruit.

LABOUR PRODUCTIVITY

► It can be measured in terms of output per labour hour.

$$Productivity = \frac{Outputs}{Inputs}$$

Measures of Productivity

► Performance ratio =
(Actual Productivity / Expected Productivity)

Variables Affecting Labor Productivity

- Physical work environment
- Technology, equipment, materials, lighting, layout
- Product quality
- Defects, scrap, rework
- Employee job performance
- Employee ability, motivation
- Employee Job Performance

▶

FACTORS THAT AFFECT THE PRODUCTIVITY

1) Lack of material

2) Labour strikes

3) Delay in arrival of materials

4) Financial difficulties of the owner

5) Unclear instruction to labourer and high absentism of labours

6) Bad weather (e.g. rain, heat, etc.)

7) Non discipline labour and use of alcohol and drugs

8) Bad leadership

▶

Measures of Productivity

Single-factor measures	$\dfrac{\text{Output}}{\text{Labor}}$	$\dfrac{\text{Output}}{\text{Machine}}$	$\dfrac{\text{Output}}{\text{Capital}}$	$\dfrac{\text{Output}}{\text{Energy}}$

All-factors measure	$\dfrac{\text{Output}}{\text{All inputs}}$

▶ 0

Single Factor Approach to Measuring Productivity

- **Capital** – $\dfrac{\text{Number of products produced}}{\text{Divided by asset value}}$
- **Materials** – $\dfrac{\text{Number of products produced}}{\text{Divided by dollars spent on materials}}$
- **Direct Labor** – $\dfrac{\text{Number of products produced}}{\text{Divided by direct labor-hours}}$
- **Overhead** – $\dfrac{\text{Number of products produced}}{\text{Divided by dollars spent on overhead}}$

▶

All Factors

All-factors measure	$\dfrac{\text{Goods or Services produced}}{\text{All inputs used to produce them}}$

Example : All-Factor Productivity

$$AFP = \frac{Output}{Labor + Materials + Overhead}$$

What is Total Quality Management?

Total quality management (TQM) is a management approach that seeks to improve quality and performance at all levels of an organization. TQM focuses on continuous improvement, customer satisfaction, and teamwork. It is based on the belief that quality is everyone's responsibility and that everyone can contribute to the improvement of quality. TQM involves the use of quality tools and techniques such as statistical process control, benchmarking, and quality circles.

How do you apply Total Quality Management?

There is no one answer to this question as Total Quality Management (TQM) can be applied in a variety of ways, depending on the specific needs of the organization. However, in general, TQM is a management philosophy that focuses on continuous improvement of all aspects of the organization, through the implementation of quality-focused processes and practices. TQM aims to ensure that all employees are working collaboratively towards the same goals, and that customers are always satisfied with the products or services provided.

In order to implement TQM in an organization, it is important to first understand the specific goals and objectives of the company, and then create a plan that outlines how TQM can help to achieve these goals. TQM should be viewed as a continuous process, rather than a onetime initiative, and should be tailored to the specific needs of the organization. Key components of TQM include the development of quality policies and procedures, the implementation of quality improvement teams, and the use of quality tools and metrics.

The success of TQM depends on the commitment of all employees to the principles of quality, and the willingness of management to provide the necessary resources and support. TQM can be a challenging process, but the benefits of improved quality and customer satisfaction are well worth the effort.

What are the benefits of Total Quality Management?

There are many benefits to implementing a Total Quality Management system in a company's human resources department. First and foremost, TQM can help to improve the quality of the department's services to employees and managers. TQM also encourages a team-oriented approach to problem-solving, which can lead to more creative and efficient solutions. Additionally, TQM can help to identify and eliminate waste in HR processes, which can lead to cost savings. Finally, TQM can help to promote a continuous learning environment within the HR department, which can lead to improved employee satisfaction and productivity.

Who uses Total Quality Management?

Total Quality Management (TQM) is a management approach that seeks to improve quality and performance by focusing on the entire organization, not just individual parts. TQM is used by a variety of organizations, including businesses, hospitals, and schools. TQM aims to improve quality by creating a culture of continuous improvement, in which employees are constantly looking for ways to improve the organization's products or services. TQM also focuses on customer satisfaction, and seeks to ensure that customers are happy with the organization's products and services
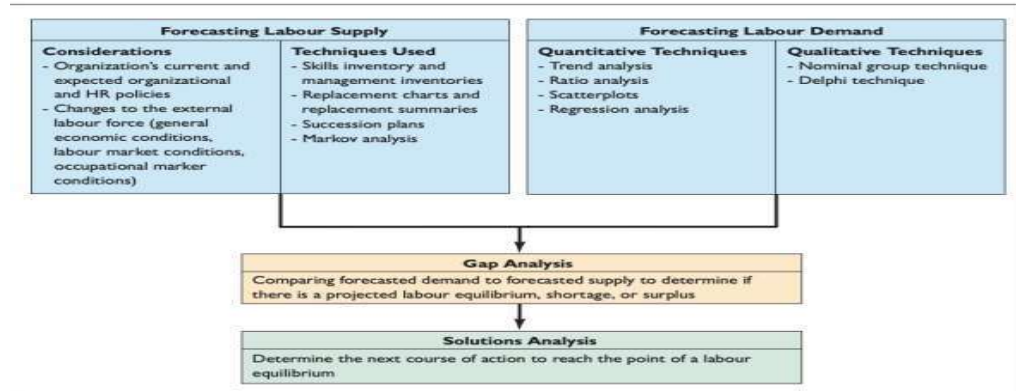
Figure 1: *Human resource planning model (Dessler et al.,2020)*

Summary of The Section

Conducting human resources planning will help businesses get the information needed to address any organization's questions. Therefore, forecasting labour supply and demand requires business HRP. Indeed, analyzing organization scope and checking to see if consideration and technique need to be applied. As well as quantitative and qualitative approaches in determining a suitable solution to fill the gap analysis, and lastly, execute the course of action to meet the labouring equilibrium.

Research Methodology

It is important to note that an organization needs to have its overall goals aligned when forecasting future labour supply and demand through human resources planning. HRP component as well includes environmental scanning. According to Gosnell (2022), environmental scanning gains a competitive edge and remains proactive in future business outcomes

Findings and Discussion

In the case of a sporting goods chain franchise, the franchise owner needs help answering the following questions. We learned that the owner wanted to maintain its franchise productivity and measure the franchise revenue by the number of employees (revenue per employee). The company currently holds $1,200,000 in annual revenue, with a 20% decrease from in-store purchases. The owner is confident of potential growth in the ecommerce sector, as the previous year's revenue stream was $300,000, showing a 30% online revenue increase. The franchise currently holds a sales team of five full-time remote personnel (Dessler et al.,2020, p.102).

How to manage surplus

To address these challenges, institutions must strive to move towards a surplus management strategy that uses circular economy principles, where waste streams effectively turn into value streams. The U.S. Chamber of Commerce writes this about waste: "Waste is a resource in the wrong place."

By looking at reuse programs with this mindset and through the lens of the circular economy, waste can seen as an opportunity to provide a new, useful product for someone in the system.

1. Physical exchange of resources without leakage

First, there needs to be a way to facilitate the buying, selling, renting, and free exchange of surplus assets without leakage. The quantity, price (if applicable), location, and condition of surplus assets must be easily visible, ideally virtually hosted on a marketplace, with notifications to the right parties at the right time in an effort to reduce the likelihood of leakage in the system.

2. Post-transaction documentation

Most existing reuse programs do not keep track of assets after the exchange has taken place. Users gain easy access to the items they have claimed interest in (perhaps from an internal exchange network) only to throw them away/leave them idle in storage. Instead, reuse networks must be intertwined with a sustainability metrics report at the end of each month which documents the monetary value recaptured, the amount of weight diverted from landfill, and the whereabouts of resources that remain. This will help universities better understand the impact of their sustainability efforts, on both procurement costs and environmental waste reduction.

3. Retaining value within systems with rentals

Most universities already possess a majority of the physical assets required within the institution. However, procurement personnel are often double-buying items as there is a lack of understanding and visibility of those existing assets. Resources only fulfill their true value when they are fully utilized, not sitting idle in a storage room. By circulating existing assets

within members of an organization through rentals (e.g., the Ikea model using products as a service), you retain and restore value into resources already present within a university's system.

4. Operationalizing reuse through reward mechanisms and change management

Institutions need to pivot from finding a consumer and instead look to match products in surplus to defined user groups on campus, an interdisciplinary approach to reuse. Incentives or agreements in place to ensure the return or the reuse of products to the system should be rewarded (in the form of monthly giveaways!), as should visibility around the category preferences by location. Users should be able to easily communicate and conduct payment transactions on a single (a user's profile should be populated with his or her departmental associations),

5. Adaptive to individual needs while building community

Reuse platforms should use a concentric sharing circle strategy highlighted by the Ellen MacArthur foundation (otherwise known as the value circle) where sharing is maintained or prolonged closest to where the system gains the most value. In this case, sharing should occur interdepartmentally, then inter-departmentally, then across community stakeholders before resources are made available to downstream, partners, donation centers or preferred resellers. University surplus management programs lack the community relationships and system alertness to create these cycles using ERP systems.

Shortfalls of existing solutions for surplus property management

The visibility issue

In existing asset sharing platforms within academic institutions, there is no efficient way of sharing assets across multiple buildings, and thus intra-departmental purchasing occurs when perfectly suitable options are available on campus. Chain emails are inefficient and conversations about exchanging resources are difficult to conduct over email. Individual departments are often trying to sort out its own assets, while some assets could be put to good use in other departments.

Lack of asset details

Granular data visibility on surplus material flows, demand and supply is required. In existing university procurement websites, there is often a lack of information regarding surplus asset features such as color, make, and current conditions. The lack of details results in a challenging exchange processes and often leads to unsuccessful or failed exchanges, and ultimately, waste/

Communication and participation challenge

Currently, universities are struggling to make procurement decisions because traditionally siloed departments are unable to connect with one another. Scale-up of existing re-use culture is also difficult, as is change management.

Workforce reduction strategies

Cost-saving strategies
Short-term and long-term workforce reduction and other cost saving strategies may be necessary due to the economic and operational impacts of the COVID-19 emergency.

Organizational restructuring
As an organizational leader, you may find it necessary to change how your unit operates to accommodate changing unit priorities, initiate new programs, enhance organizational effectiveness, and/or address budget reductions.

FAQS: Furloughs and temporary FTE reduction
Answers to frequently asked questions about furloughs and temporary FTE reduction.

Support for staff on furloughs
Information to support staff whose position has been placed on a furlough as a result of the ongoing COVID-19 emergency.

Temporary layoff policy
A temporary layoff may be required because of events at the institutional or employing unit level resulting in a temporary lack of funds or work.

Many organizations are experiencing pressure on revenues and accounts receivable, which in turn is placing pressure on staffing levels and salaries. If the decision to reduce staff is made, we have developed a range of cost-effective downsizing and outplacement services options to support you.

Our attention to detail, consistent delivery, empathy and transparent approach ensures your departing employees receive the level of service they deserve.

"Despite the circumstances, the company still looked after me!".

With our downsizing and outplacement services, we, at Optimum Consulting, offer a modern Outplacement methodology that combines technology with our traditional empathetic, qualitative 'human touch' approach. It incorporates support and advice across five key themes:

- Change
  - Know Yourself – a detailed exploration of skills and abilities.
- Barometer – a confidential discussion about current circumstances.
- Career Plan – specific steps to be taken in the short and medium term.
- Branding Yourself – How to stand out in a crowded market to land that next role.
- Continue to Excel – A follow up to ensure there is no loss of momentum.

To achieve the cost-effectiveness that these times require, we have created our own proprietary CAREER SUPPORT PORTAL known as Fllair. Upon joining, individuals gain access to tools,

Many people who study business trends connect the emergence of benchmarking with the widespread availability of the computer about three or four decades ago. Consulting firms grew into prominence at the same time along with the globalization of industry. Obviously, competition on a worldwide basis creates a large database and an increased need to know where the performance of one company ranks in comparison to another.

Types of Benchmarking in Human Resources

The two main types of benchmarking are internal and external. While this article looks at HR benchmarks for department procedures, it is also used in many other business arenas.

Internal Benchmarking

This human resource benchmark refers to comparing two aspects of an organization. A simple example might be the comparison of the functioning of two employees in terms of productivity and quality of performance. They may study the overall employee experience to look at similarities and differences. Departments can also be compared to one another to see which has the highest profit ratio.

External Benchmarking

This comparison is between competing organizations. Using measurements common to both (or to all), the benchmarking business can see numerically where they rank. They may, for instance, be in the top twenty-five percent or perhaps just below average when compared to the top-performing business surveyed.

> tips and expert advice across Job Search, Career Development, Leadership Success and Wellbeing At Work.
>
> Fl lair enables us to provide a value to your employees long after the program is completed.

What is Benchmarking in HR?

Benchmarking for specifically HR purposes involves looking at the policies and practices of one organization, then comparing and contrasting those with another similar organization. A benchmarking approach should focus on best practices, or the things organizations are doing that consistently lead to successful results. In order for an understanding of best practices to be obtained, benchmarking activities must be planned strategically with particular goals in mind. By identifying in advance the types of patterns and data they are seeking, HR professionals can then create a benchmarking HR system that is more reliable and valuable.

Benchmarking and Risk

Forbes Magazine, in talking about risk management in business, says that a common business tactic to avoid taking risks is "when you don't know what to do, check and see what your peers are doing instead of trying something new." That, of course, chokes off much innovation, but it mitigates the risk a company might take in leaving tried-and-true practices. Benchmarking is also labelled "Paralysis by analysis." Still, replicating best practices of top companies can ultimately lead to success.

The Emergence of Benchmarking

If external and internal benchmarking are the trunks, the branches of this process are different kinds of measurements and target organizations.

Process Benchmarking

This type of benchmarking looks at the HR metrics (or statistics) concerning one or more of a company's processes and how they compare to the processes of other top-rated organizations.

In HR departments, for example, it might involve looking at ways an employee is on-boarded and whether that process aids in retention.

Competitive Benchmarking

While the process benchmark looks at one aspect of an organization, the competitive benchmark procedure studies overall performance of the organizations involved.

Performance or Functional Benchmarking

This compares how well an organization is achieving its goals. That may be in terms of profit/loss statistics, customer satisfaction or other measurements of success. In terms of HR departments, this can be an internal or an external procedure, as the HR department can be compared to other departments such as quality assurance in the organization. It may also, however, be compared externally to the HR departments of other organizations in things such as net promotion scores for the employer.

Benefits of Benchmarking

Human resources benchmarking can provide some useful and quite powerful information.

When looking at similar organizations, a lot can be determined through HR benchmark comparisons. HR pros can see where gaps exist within certain practices. Which policies are working well and which may be causing problems can also be identified. As can

issues within such areas as hiring, training, and promotion. Specific issues such as sick time, turnover rate and discipline can be examined separately. This is helpful when attempting to identify patterns for future use.

Some Cautions About Benchmarking

As helpful as human resources benchmarks are to the process of growing or improving a business, an article in Forbes Magazine identifies some negative aspects of the procedure.

Immediacy of Data Sets

Quantitative and qualitative data used in benchmarking sometimes takes several years to collect and interpret. That means companies may be making inferences based upon data that is several years old and possible no longer relevant. The speed at which data accumulates and

changes is constantly increasing.

Adopting a "Best Practice" Takes Time

Once a deficiency is identified, it takes time for organizations to rethink how to adapt to them and how to retrain employees to the adaptation. That can take months or even years, so while your new program may be based upon "best practice," it could well be the best practice of years past

Technology Advances

The rapid pace at which technology is advancing makes lengthy adaptation to patterns of success difficult. Instead, many managers and CEO's are using a procedure known as Pushing Boundaries. While benchmarking involves looking at the performance of other organizations in proven tracks, pushing boundaries is adaptive and deals in timely ways with events such as the Covid-19 pandemic that resulted in the demise of so many businesses.

Best Practices in Benchmarking

Best practices in benchmarking revolve around identifying a particular strategy. It's critical that professionals determine what it is they wish to learn prior to undergoing any data collection. Otherwise, it's likely they will waste time and resources obtaining information that proves to be useless. It's also important to ensure comparisons are being made between very similar variables. For example, it isn't very worthwhile to compare the salaries of a large corporation that's been in business for decades with those of a small startup. While the purpose in benchmarking is to identify best practices within HR, it's also necessary that best practices within the field of benchmarking be utilized in order to gain the most success. Tips for Successful Benchmarking

it's most important to define in great detail the process, activity or attribute to be benchmarked. If the outcome isn't defined, the search can tend to go off track. Then, the measurements must be determined. It's imperative to know what units of measurement are to be used in order to be sure of gaining clear results. Data collection comes next, with precise information being obtained from the organizations being studied. Again, be sure to choose organizations that are similar in attributes. Look for glaring disparities or gaps among the data and then look for the underlying causes of these. Once the cause is analyzed and correctly determined, begin to create an continuous improvement plan and set goals in accordance. This plan must be communicated to all stakeholders. Then, after a specific timeframe, measurements should be taken to determine if the gaps have been closed. A report is usually written to disseminate the benchmarking results.

The Outcome of Successful Benchmarking

The great thing about the benchmarking process is that it is structured. While it does not result in grand innovations, it does provide a plain path toward proven success. That is key to benchmarking. It will always have an infrastructure, a "highway" system, that makes possible the transition from point "A" to point "B" just like interstate highways make travel faster and

easier. The units of measure mentioned above will depend upon the areas of comparison. They may be quantitative or qualitative. Narrowing down the issue of study is important as well. Deciding to visit Mount Rushmore instead of a national monument will result in a much more selective (and manageable) data field. Analysis of that data field will show any disparities between the organizations involved in the process. Just knowing what is different, however, will not make the process successful.

The next step is strategizing how to address those disparities. That strategy must include considering things that could hinder adaptation. One of the primary hindrances, especially in HR departments is the tendency of employees to resist change. They may have to be retrained or even moved to different departments. Benchmarking can show where resources are not being well-used too. Current thinking stresses the value of human capital over material or financial resources, and it is crucial to utilize them to their (and the corporate) advantage.

Another area benchmarking spotlights is weak areas that have the potential for change. That means looking at things like:

- machinery replacement
- upkeep
- safety

Sometimes it isn't cost-effective or even possible to make a change. Where it is, however, benchmarking reports can be the basis upon which a department within a company may request resources to make the change successful.

From the General to the Specific

We have discussed the "big picture" of benchmarking, but now it is time to narrow our field of vision to the topic of this article: HR benchmarking. The Business Benefits Group website defines benchmarking in HR as the "process of measuring and comparing human resource policies and practices with those of other organizations."

Internal benchmarking for the HR department can identify where resources are duplications of services or even where tasks can be done faster and easier by technology. For instance, the call at the beginning of this article may have been answered by a human, but robot technicians may have taken over to solve the issue. That means the human operator can handle more calls during a shift, and that results in requiring fewer employees. Benchmarking of other successful organizations can point out productivity differences that may show whether an employee is meeting the expectations of his job.

External benchmarking for the HR department compares the performance of a business to another company and involves the touchy issue of creating alliances and ferreting out public financial information. It can pinpoint areas where the business falls short of the performance of the competition.

As HR departments identify these performance gaps, they can save the company money by lowering labor costs. So, even though benchmarking does not immediately support innovation, it does help organizations acquire the financial resources to explore new

technologies and procedures. Improving customer service and experience can drive up sales and profits. This, combined with the lowered labor costs, can give businesses a huge boost in their ability to stay competitive, even in a global market.

The operative words in the above sentence are "can give." Benchmarking is a tool. It is valuable for many types of operations and can be adapted to the use at hand. It can show a corporation where it falls on the performance spectrum of like businesses. Similar to a child taking apart a toy truck to see how it works, corporation HR departments can dissect:

- recruiting and hiring policies
-   trainings and incentives
  compensation and benefit packages
-
- on-boarding procedures
-                                 handling of compliance and legal issues

Just knowing where they fit, whether in the middle, top tier or below average, is not the goal of benchmarking, however. Companies must learn from the data, engage in strategizing and make changes to achieve the goals they have set for themselves.

Defining Employee Retention

Employee retention refers to an organization's ability to keep its employees. Furthermore, high employee turnover can be costly to an organization, as it can result in lost productivity, increased recruitment and training costs, and less morale. Effective employee retention strategies are critical to the success of an organization, as they can improve productivity, reduce costs, and increase employee engagement.

Factors Affecting Employee Retention

There are several factors that can affect employee retention, including:

Compensation and Benefits:

Compensation and benefits play a significant role in employee retention. Moreover, organizations that offer competitive compensation packages and benefits are more likely to retain their employees.

Work-Life Balance:

Employees value work-life balance and organizations that offer flexible work arrangements and time-off policies are more likely to retain their employees. Thus, this helps in also attracting the best talent, not limited to geographical boundaries.

Career Development Opportunities:

Employees want opportunities to grow and develop their skills and careers within an organization. Organizations that offer career development opportunities are more likely to retain their employees.

Managerial Support:

Managers play a critical role in employee retention, as they are responsible for giving feedback, support, and recognition to employees. Furthermore, employees who feel supported by their managers are more likely to stay with an organization.

Organizational Culture:

Organizational culture can impact employee retention, as employees who align with the values and mission are more likely to stay with the organization.

Employee Engagement:

Employee engagement is critical to employee retention, as engaged employees are more likely to be committed to the success of the organization and to stay with the organization.

Work Environment:

The work environment can impact employee retention. In other words, employees who work in a safe, clean, and positive environment are more likely to stay with the organization.

Job Satisfaction:

Job satisfaction is an important factor in employee retention, as employees who are satisfied with their jobs are more likely to stay with the organization.

Leadership:

Effective leadership is critical to employee retention, as leaders who are able to inspire and motivate employees are more likely to retain top talent.

Opportunities for Advancement:

Opportunities for advancement are important to employees, as they want to see a path for growth and development within the organization.

Tips for Improving Employee Retention

Here are some tips for HR professionals to improve employee retention:

- Offer The Best Compensation and Benefits: Ensure that your organization is offering competitive compensation and benefits to attract and retain top talent.
- Promote Balance: Offer flexible work arrangements and time-off policies to support employee work-life balance.
- 3. Provide Career Development Opportunities: Offer training and development programs to support employee career growth and development.
- Support Managers: Provide managers with the skills and resources needed to effectively manage employees and promote employee engagement and retention.

- Foster a Positive Organizational Culture: Foster a positive organizational culture that aligns with the values and mission of the organization.
- Promote Employee Engagement: Implement programs and initiatives that promote employee engagement, such as recognition programs, wellness programs, and team-

building activities.

 Improve the Work Environment: Ensure that the work environment is safe, clean, and positive to promote employee retention.

 Increase Job Satisfaction: Offer opportunities for employees to provide feedback and make changes that increase job satisfaction.

 Develop Effective Leadership: Provide leadership training and development opportunities to cultivate effective workforce.

 Offer Opportunities for Advancement: Provide opportunities for employees to grow and develop within the organization. Above all, communicate clear paths for career advancement.

Measuring Factors Affecting Employee Retention Success:

HR professionals should regularly measure employee retention to ensure that their retention strategies are effective. The following metrics can be used to measure employee retention success:

 Turnover Rate: The turnover rate is the percentage of employees who leave the organization during a specific time period. A high turnover rate may indicate that retention strategies need to be improved.

 Employee Satisfaction: Employee satisfaction surveys can be used to gauge employee satisfaction and identify areas for improvement.

 Employee Engagement: Employee engagement surveys can be used to measure employee engagement and identify areas for improvement.

 Time-to-Fill: Time-to-fill refers to the amount of time it takes to fill open positions within the organization. A longer time-to-fill may indicate a need for improved retention strategies.

Wrapping up

Effective employee retention strategies are critical to the success of an organization. They can improve productivity, reduce costs, and increase employee engagement. Factors that affect employee retention include compensation and benefits, work-life balance, career development opportunities, managerial support, organizational culture, employee engagement, work environment, job satisfaction, leadership, and opportunities for advancement.

HR professionals can improve employee retention by offering great compensation and benefits. They can also try promoting work-life balance, providing career development opportunities, supporting managers, and fostering a positive organizational culture. Lastly, other tips include promoting employee engagement, improving the work environment, increasing job satisfaction, and offering opportunities for advancement.

Competency-based pay is a system where employees are paid based on their ability to do the By measuring employee retention success, HR professionals can ensure that their retention strategies are effective. This way their efforts will continue to support the success of the organization.

Benefits of Competency-Based Pay

job rather than their time spent on it. It's a system that replaces traditional merit-based systems, where employees are paid according to how long they work and how quickly they achieve tasks.

In a competency-based system, you're paid based on your performance. You can expect to be compensated well if you're in a position with high productivity and work output expectations. You might get paid less if you're less productive or need to meet expectations. This can be good for workers who want security but also want to feel like they're being rewarded for their hard work and smart decisions.

It's also good for companies because it removes some of the biases in traditional systems where people who work longer hours tend to earn more money—and those who do less work may not be compensated.

Competency-based pay is a method of compensation that rewards employees based on their performance and contributions to the company. It can be good for employers because it aligns employees' interests with the company's goals, and it can be bad for employees because it may not motivate them to work as hard or quickly as they could if they were paid based on hours worked.

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Benefits of Competency-Based Pay

The primary benefit of competency-based pay is that it allows companies to give greater attention to their most important employees. This can be especially helpful when an employee struggles with a new position or role after years of being in the same one. Competency-based pay also helps companies assess how well they pay their employees by showing them how much they are worth. Here are some other benefits that come from competency-based pay.

● Employees feel more motivated to perform well for the company because theircompensation is tied directly to their performance.

● The company has a better understanding of what its most valuable employees do, allowingit to decide where to focus its time and resources.

- The company can hire better people based on their skills rather than just their experience,which makes them more likely to stay with the company longer than if they were hired off a resume without any reference points or expectations.

- Easier decision - making for employers - Employers can take into account the skills thatsomeone has rather than just their years of experience or job title.

- Less discrimination - Employers don't need to rely on stereotypes about what certain jobsrequire; instead, they can evaluate performance based on what a person does well.

The Impact of Globalization on Human Resource Management

In the past two decades, globalization has become prominent because of rapid technological advancements and increased interconnectedness worldwide. Its roots can be traced back to the establishment of the gold standard in the 1800s. Moreover, post-World War II, countries broke the trade barriers and started promoting free trade across countries, leading to the establishment of global organizations.
Today, globalization has enabled most companies to tap into diverse markets and expand their operations across borders and various sectors. One prominent sector that has witnessed significant change due to globalization is Human Resource Management (HRM).
To help you learn more about its impact on HRM, this article will discuss the basic nuances, advantages and disadvantages, and challenges of globalization.

What Does Globalization in Human Resource Management Mean?

HRM is the practice of overseeing and managing the people who work within an organization. It involves hiring, training, compensation, and ensuring a positive work environment.
Globalization, on the other hand, refers to the process of increased interconnectedness and integration among countries, economies, and cultures.
When this concept is applied to HRM, it means that organizations are expanding their operations across borders, hiring talent from various parts of the world. Globalization in HRM involves adapting HR practices to suit international hiring, such as:

- Managing a global workforce,
- Dealing with cultural differences,
- Adhering to diverse employment and labor laws.

Impact of Globalization on Human Resource Management

Globalization has significantly transformed HRM, impacting how organizations manage their diverse workforce. Here are some of the significant impacts of globalization on HRM.

1. Opportunity for Innovation

A workforce containing diverse global perspectives creates an ecosystem where innovation flourishes. As professionals from various cultural backgrounds work together, their unique approaches converge, leading to creative breakthroughs.
This collaboration results in fresh ideas and novel solutions that a homogenous team might need help with.

2. Enhanced Talent Pool

Globalization and HRM together help you reach talent pools beyond geographical boundaries. You can hire professionals with varied educational backgrounds and skill sets. This diversity ensures continuous improvement as employees learn from each other.

3. Complex Compliance

Staying abreast of ever-evolving international regulations is essential to avoid legal pitfalls and maintain a reputable global presence. Adhering to different countries' labor laws, tax regulations, and employment standards demands comprehensive expertise. Furthermore, managing employee benefit packages and compensation structures across various jurisdictions in international business can be a little tricky.

Challenges of Globalization in Human Resource Management

Here are the top challenges you might face due to globalization in HRM.

1. Virtual Team Management

Teams are spread across different destinations and time zones in a globalized workforce. This poses a challenge in coordinating tasks and maintaining effective communication.
Furthermore, building trust and managing conflicts becomes harder when team members don't interact face-to-face. The major challenge here lies in finding ways to ensure teamwork and effective coordination while overcoming physical barriers.

2. Talent Retention and Engagement

Global companies also face the challenge of retaining top talent in an environment where employees are exposed to various other opportunities worldwide. Especially when employees' work expectations and personal goals vary, maintaining a sense of belonging and offering them growth opportunities can be difficult. This is why keeping employees engaged and making them feel valued and motivated becomes crucial to prevent turnover.

3. Training and Development Adaptation

Globalization in HRM demands continuously improving skills and knowledge. However, developing training and development programs for people belonging to different cultures and backgrounds can be challenging. Moreover, standardizing content while ensuring its relevance to local contexts requires careful planning.

4. **Privacy and Security**

With data being shared across borders, ensuring the privacy and security of sensitive employee information can be complicated. The responsibility for managing this data lies with the human resource department. In such cases, adhering to various data protection regulations and safeguards against breaches is essential.
Balancing the need for information exchange with legal requirements poses another significant challenge.

5**. Global HR Strategy Alignment**

Different regions may have varying labor laws, cultural norms, and business practices. Thus, it is important for human resource professionals to create a unified, global human resources strategy that complies with labor laws and aligns with the company's global goals can be complex.

Advantages of Globalization in Human Resource Management

The positive impact of globalization on HRM can help your organization in the following ways.
1. Cultural Exchange and Collaboration

Globalization in HRM facilitates cross-cultural collaboration within the workforce. HRM benefits from this exchange of ideas, approaches, and best practices, promoting a passionate work environment and driving creativity and adaptability.

2. Enhanced Learning and Development

A globally dispersed workforce exposes HRM to different learning and development methodologies. Sharing best practices across regions promotes professional growth and knowledge expansion.

Furthermore, employees benefit from exposure to different business practices and perspectives, accelerating their career development.

3. Flexibility and Market Adaptation

Globalization propels HRM to adopt flexible workforce models like remote work and virtual teams. This helps organizations to accommodate various time zones and market demands while going beyond geographical boundaries.

This agility also enables organizations to respond swiftly to changing market conditions and deliver timely solutions to customers worldwide.

4. Expanded Market Reach

Globalization in HRM facilitates access to new markets and customer segments, allowing companies to learn more about their customers and then devise regional strategies to tap into their requirements.

This helps them cater to customer preferences and cultural nuances, enhancing the organization's competitive edge by tailoring products and services to specific regions.

5. Strategic Resource Allocation

Globalization empowers HRM to allocate resources based on needs across various locations. This optimal distribution enhances operational efficiency, as teams are structured to maximize productivity and expertise within each region
.

Disadvantages of Globalization in Human Resource Management

Some of the adverse effects of globalization in human resource management can be.

1. Cultural Clashes and Misunderstandings

Due to globalization in HRM, people with distinct worldviews come together. Thus, friction might arise due to different interpretations of actions and statements. Misunderstandings can originate from differences in communication styles, values, norms, and expectations. These clashes have the potential to disturb effective teamwork and the overall productivity of the organization.

Ultimately, these clashes increase the complexity of integrating different cultural identities into a single working unit. This shows that while diversity can be beneficial, it can also create challenges that need careful management.

2. Lack of Face-to-Face Interaction

With the advent of virtual teams and remote work brought about by globalization in HRM, there's a notable reduction in face-to-face interactions. The disadvantage of this reduced personal connection lies in its potential to weaken the bonds that drive effective teamwork.

Face-to-face interactions offer chances for spontaneous exchanges that contribute to team creativity and smooth communication. In their absence, there's a risk of communication becoming more formal, which might create problems in the exchange of innovative ideas and genuine collaboration.

3. Employee Burnout due to Time Zone Differences

International team members may work during irregular hours to accommodate time zone differences, so their work-life balance is usually compromised. The prevalence of burnout in such scenarios highlights the need for flexible work arrangements and thoughtful scheduling strategies in a globalized HRM context.

4. Leadership Challenges

Developing leaders capable of effectively guiding diverse teams across various cultures requires specialized training and understanding. Leadership gaps can emerge due to the scarcity of cross-cultural competencies. Leaders must understand cultural differences and build relationships and trust across geographical distances.

The lack of such skills can impede effective decision-making and conflict resolution. Thus, it's necessary to understand that globalization calls for a proactive approach to leadership development beyond traditional management skills.

4. Cultural Bias in Decision-Making

When individuals from various cultural backgrounds collaborate, specific perspectives may be unintentionally favored. This can result in imbalanced outcomes that don't adequately account for the diverse viewpoints.

Cultural bias can limit creativity by sidelining perspectives that may challenge the status quo. Therefore, globalization in HRM requires conscious efforts to create an inclusive decision-making environment where all cultural perspectives are valued and considered.

Factors Driving Globalization

The last two decades have seen the evolution of the global manufacturing environment, majority of the manufacturers have global presence through exports, strategic alliances, joint ventures or as a part of a committed strategy to sell and produce in foreign markets

Figure 1: Conceptual Framework:
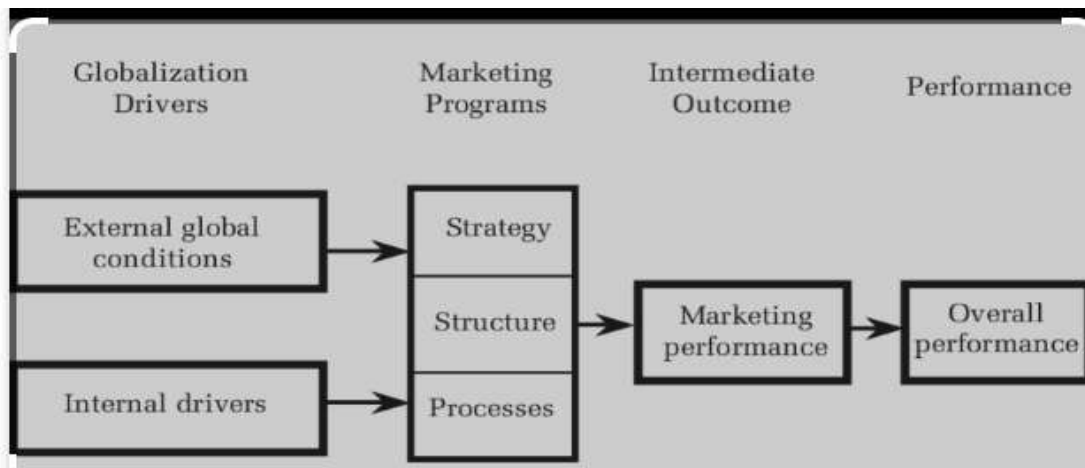
The four driving forces of the Globalization Process.

(a) Global Market forces There is tremendous growth potential in the global markets which resulted in intensified foreign competition in local markets which forces the small-and-medium-sized companies to upgrade their operations and even consider expanding internationally.

(b) Technological Forces Product diversity has increased as products have grown more complex and differentiated and product life cycles have shortened. These have been diffusion of technological knowledge and global low-cost manufacturing locations have emerged. In response to this diffusion of technological capability, multinational firms need to improve their ability to tap multiple sources of technology located in various countries.

(c) Global Cost Forces New competitive priorities in manufacturing industries, that is product and process conformance quality, delivery reliability and speed, customization and responsiveness to customers, have forced companies to re prioritize the cost factors that drive their global operations strategies. A number of high technology industries have experienced dramatic growth in the capital intensity of production facilities.

(d) Political and Macroeconomic Forces Getting hit with unexpected or unreasonable currency devaluations in the foreign countries in which they operate is a nightmare for global operations managers. Managing exposure to changes in normal and real exchange rates is a task which the global operations manager must master

What is Workforce Diversity?

Workplace Diversity refers to the inclusion of personnel from diverse backgrounds such as different races, cultures, religions, sexes, ages, and sexual orientations. It also includes personnel with physical and mental disabilities as they should not be discriminated against under any circumstances.

Workplace diversity aims to eradicate any biased treatment of individuals based on any external factor apart from their work. It helps create a workplace culture of motivated and engaged staff, who would love to continue working in their safe workplace for longer, thereby improving employee retention rate.

What Is Managing Workforce Diversity?

Diversity management is a procedure made to generate and maintain a healthy and positive work atmosphere in offices where sameness and differences are valued in the organization. The meaning of diversity management has greatly been emphasized on its impact on diversity variations, requirements, expectations, and several other critical issues.

The word diversity itself entails several meanings which are along the lines of different religion, race, beliefs, status, gender, age, political beliefs, ethnicity, and other ideologies. Workforce diversity is a term that means exploring these dissimilarities in an open, safe, and nurturing environment.

Diversity management in the workplace is created to make sure that every employee is treated equally so that they can all be their best self and happily contribute their part to the organization's growth and strength. Managing workplace diversity can present a lot of challenges and hardships for HR managers.

Having said that, these challenges can be resolved if a company makes a serious effort to encourage a more heterogeneous work-atmosphere by encouraging a culture of tolerance, creating strategies to resolve conflicts, and promoting open communication. There are certain tips that can be followed to maintain a proper workforce diversity, such as;

‣ Encourage Open Communication

To manage a diverse workforce, companies need to ensure that their employees don't hesitate to tell what's on their mind. Safety rules, procedures, policies, and other crucial information should be drafted in a way to

overcome cultural and language barriers by using pictures and symbols and translating materials wherever applicable.

▸ **Treat Every Employee Equally**
It is very essential to treat every employee as an individual. Never assume anything about an employee just because he/she is from a different background. Look at every employee and judge them solely on the basis of their merits and demerits rather than judging them from their background.

▸ **Encourage Diversity Amongst Employees**
Create a team or group where employees are from different cultural diversities, this way they can get to know about each other and start to see each other's sides. If you put employees with similar backgrounds in one team, they will never learn how to adjust.

▸ **Open-Mindedness**
Companies should encourage the employees to realize and understand that any employee should not be judged on the basis of their background, age, etc. but rather on the value that they add to the organization.

▸ **Hiring**
To improve workforce diversity, it is essential to peruse and recruit talents from various backgrounds. Since the HR managers are responsible for short-listing the candidates, it is very important that they should not be bias and short-list candidates based on their talents and skills. If an organization is successful in breaking the bias in the recruiting process, it will have a healthy workforce diversity.

Why is Workplace Diversity Important?
Workforce diversity is something that has become very essential nowadays and hence most companies are trying to achieve it. While an organization's reputation and workforce inclusion are definitely paramount goals worth pursuing, workforce diversity has many other tangible and immediate benefits connected directly to the organization's bottom-line.

Hence, diversity and inclusion in the workplace are not just a necessity, but also a major competitive advantage. Organizations with a diverse workplace outperform their competitors and achieve great success. Workforce diversity is important for many reasons, some of them are;

1. Different Perspectives
Diversity and inclusion in the workplace give room for different perspectives. As diversity in the workforce means that employees will mostly have different backgrounds and characteristics, they are likely to have different experiences and skills.

Ergo, employees in an organization with more workforce diversity will have insights into various perspectives, which is highly profitable when it comes to strategizing and implementing various business strategies.

2. Faster Problem Solving
When it comes to benefits of workforce diversity, faster problem-solving is one of the most important ones. Employees with different diversity, have different views and experiences, thus they can contribute diverse solutions to any problem. Having a variety of solutions to a problem helps in resolving it faster.

3. Increased Profits

Organizations with a diverse workforce achieve tremendous profits. It helps in making the best decisions quickly, which gives them an enormous advantage over their competitors. Consequently, companies with diverse workplace reap better profits.

4. Reduced Retention

Workforce diversity is very paramount when it comes to retaining employees. Organizations with diversity in the workplace are more open to different perspectives and thoughts. This makes the employees feel valued and heard, which in turn makes them loyal towards the organization and their work.

If an employee is happy with the way he/she is being treated in the company, they will surely stick with the company for the long haul, thus lowering the turnover.

What are Some Examples of Diversity in the Workplace?
The number of factors that define diversity in the workplace is numerous. Throughout an employee's life, their different background, colour, genetic predispositions, and gender truly change their experience as a person. Thus, when it comes to diversity in the workplace, the examples are many, some of them are;

▸ **Physical abilities and disabilities**
Hiring an employee with any kind of physical disability or experience will not only help your company to create a more diverse environment but also bring unique perspectives and ideas to the table that will help your company in reaching a wider market of clients and customers.

▸ **Mental health**
Employee health is a priority in the HR department, but usually, mental health is left out in these structures. Without the resources and support to understand and help the employee's needs, there is a high chance that organizations may see an increase in employee absenteeism. To resolve this stigma, nowadays more and more companies are including mental health in their employee benefits program.

▸ **Cultural background**
There are various factors that entail different cultures, including native language, traditional food, customs, and religion. While many people take interest in knowing more about other cultures but are an entirely different scenario to work with colleagues who hail from different cultures on a daily basis.

Cultural differences can bring both, learning about other cultures as well as barriers and challenges amongst employees who are uncomfortable with their co-workers' culture. Thus, it's very important for employers to bring diversity in the workplace to educate the employees about cultural differences and make them appreciate and celebrate them.

What are the 4 Types of Workforce Diversity?
There are many things that come into play in a diverse environment, some of these differences can be seen from outside, while some are invisible and just the way a person was born. These prime differences are the grounds on which the four different types of workforce diversity was created, which are as follows;

1. Internal Diversity

Internal diversity traits are something that can't be changed as a person is born into it. These are the characteristics that an individual did not choose for themselves and can't be changed by anyone. Some examples of internal diversity are sexual orientation, religion, mental and physical ability, nationality, ethnicity, age, etc.

2. External Diversity

In the terms of workforce diversity, the word external is used to relate to characteristics that an individual wasn't born with. It is usually an influential kind that people pick up from their surroundings.

Since a person is not born with it, this diversity can certainly be changed if a person wants to. Examples of this type of workforce diversity are education, personal interests, appearance, relationship or familial status, religious or political beliefs, citizenship, etc.

3. Organizational Diversity

Also known as functional diversity, it refers to the dissimilarities between individuals that are assigned to them by their companies- substantially these are the attributes within an office that distinguishes every employee.

Regardless of what your job role is or what you get paid, any kind of work that you do connects you to your company. The different subsets of this include seniority, pay time, management status, place of work, etc.

4. Worldview Diversity

The last type is called worldview diversity and includes internal, external, and organizational diversity altogether. Some examples are- outlook on life, moral compass, political beliefs, etc.

Advantages of a Diverse Workforce

▸ Increased Creativity

One of the benefits of diversity in workplace is that it boosts the creativity of the employees. It is said that sameness breeds sameness. If you keep hiring heterogeneously, that is, every employee hails from similar background, culture, socio-economic situation, same perspective, etc.

then you are limiting the room for innovation and creativity. On the other hand, if you hire employees from diverse backgrounds, they will have diverse and different approaches to achieve the company's goal.

▸ Increased Productivity

There's a well-known jargon- workplace diversity not only enhances creativity but also productivity. And this is because creativity ultimately leads to productivity. The more diverse cultured employees, the more diverse brainstorming takes place.

▸ Enhanced Performance

When a company has a diverse workplace, it helps to make every employee feel included no matter who they are or where they come from. This feeling of being valued and included breaks down all the barriers between an employee and the organization and helps them to raise their voice and share their thoughts and ideas.

▸ Diverse Learning Scope

A diverse workforce is contained with employees from different backgrounds, with different skill set, talents, knack, technicality, proficiency and expertise which ultimately crates a platform of exchanged learning among the employees.

A healthy knowledgeable workplace ecosystem not only enhances productivity of the company but also increases the knowledge and exposure of employees to grasp cognizance along with vivid networking.

Thus, creating a diverse workforce with employees from different backgrounds enhances the knowledge of your employees and provide them a healthy working environ to perform productively.

Wrap up!
The idea of workplace diversity is diverse and inclusive in the ecosystem of an organization. Managing diverse employees from different backgrounds is crucial as well as entail.

A more diverse workforce requires diversity policies for streamlined management of diversity in the workplace. For example – There may be differences in terms of opinion, culture, sexual orientation, and more which increases the risk of social dogma in work.

For avoiding such a crisis the management should ensure that the diversity policies and procedures framed by the government and the company itself should be abided by fervently.

Having an inclusive workplace or a diverse workforce of employees not benefits your business technically but also has the potential to enhance the branding of the company which yields to attract the best talents in the market to associate with your organization.

DIVERSITY DEFINED
Diversity can be defined as acknowledging, understanding, accepting, and valuing differences among people with respect to age, class, race, ethnicity, gender, disabilities, etc.
Demographic changes (women in the workplace, organizational restructuring, and equal opportunity legislation) will require organizations to review their management practices and develop new and creative approaches to managing people. Positive changes will increase work performance and customer service. The number of dual-income families and single working mothers has changed the dynamics of the workplace. Changes in the family structure means that there are fewer traditional family roles (Zweigenhaft and Domhoff 1998).

Significant changes in the workplace have occurred due to downsizing and outsourcing, which has greatly affected human resource management. Globalization and new technologies have changed workplace practices, and there has been a trend toward longer working hours (Losyk 1996). Generally speaking, organizational restructuring usually results in fewer people doing more work.
Changes in federal and state equal opportunity legislations have made discrimination in the workplace illegal. These laws specify the rights and responsibilities of both associates (employees) and employers in the workplace and hold both groups accountable.

BENEFITS OF DIVERSITY IN THE WORKPLACE

Diversity is beneficial to both associates and employers. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. Diversity in the workplace can reduce lawsuits and increase marketing opportunities, recruitment, creativity, and business image (Esty et al. 1995). In an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's success. Also, the consequences (loss of time and money) should not be overlooked.

CHALLENGES OF DIVERSITY IN THE WORKPLACE
There are challenges to managing a diverse work population. Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness. Managers may also be challenged with losses in personnel and

work productivity due to prejudice and discrimination, and complaints and legal actions against the organization (Devoe 1999).

Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity (Esty et al., 1995). Negative attitudes and behaviors in the workplace include prejudice, stereotyping, and discrimination, which should never be used by management for hiring, retention, and termination practices (could lead to costly litigation).

REQUIRED TOOLS FOR MANAGING DIVERSITY

Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must understand discrimination and its consequences. Second, managers must recognize their own cultural biases and prejudices (Koonce 2001).

Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group. Finally, managers must be willing to change the organization if necessary (Koonce 2001). Organizations need to learn how to manage diversity in the workplace to be successful in the future (Flagg 2002).

Unfortunately, there is no single recipe for success. It mainly depends on the manager's ability to understand what is best for the organization based on teamwork and the dynamics of the workplace. According to Roosevelt (2001), managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases. Therefore, organizations need to develop, implement, and maintain ongoing training, because a one-day session of training will not change people's behaviors (Koonce 2001). Managers must also understand that fairness is not necessarily equality. There are always exceptions to the rule.

Managing diversity is about more than equal employment opportunity and affirmative action (Losyk 1996). Managers should expect change to be slow, while at the same time encouraging change (Koonce 2001). Another vital requirement when dealing with diversity is promoting a safe place for associates to communicate (Koonce 2001). Social gatherings and business meetings, where every member must listen and have the chance to speak, are good ways to create dialogues.

Managers should implement policies such as mentoring programs to provide associates access to information and opportunities. Also, associates should never be denied necessary, constructive, critical feedback for learning about mistakes and successes

What is Workplace Training?

Workplace training enables employees to gain the knowledge required to perform their duties while contributing to their organization. These training programs are designed to help employees learn different skill sets to perform their daily tasks efficiently, improve overall performance, develop efficiency in their job, and avoid violations of laws and regulations.

By providing comprehensive training and support, organizations can ensure that employees are productive and engaged, which leads to greater retention and job satisfaction over time.

Why is Employee Training Important?

Training is crucial for an organization's development and success. Creating training programs enables your workforce to be more productive, efficient, adaptable and improve their skills in areas including communication, critical thinking, and problem-solving.

The major benefits of employee training include:

1. Improves employee morale

Employees lose motivation and morale if they cannot perform according to an organization's expectations. Workplace training sharpens the skills and knowledge of employees, which results in a boost in their morale and adds a sense of job satisfaction (as well as security). Satisfied and motivated employees are a great asset for organizational success as they innovate new ideas at faster rates, which can enhance the quality of their project results.

2. Reduced chances of employee errors

Every field and job role has its unique set of challenges and requirements. Mistakes and errors are likely to occur when employees lack the knowledge or skill required for a particular job. Workplace training makes employees more proficient and reduces the chances of them committing errors on the job. It strengthens the functioning and abilities of your workforce.

3. Increased productivity

Training acts as a productivity booster for your employees and they're equipped with the skills and support they need to succeed. Employees feel confident when they understand what is expected from them and are provided with the required training programs to do their jobs. This improves employee performance and enhances team member productivity.

4. Improve employee retention

A company with a culture of continuous learning and development leads to 30-50% higher retention rates. Employees want opportunities to learn and develop at work. This is why prioritizing training gives your employee retention rates a healthy boost and inspires your top talent to stick around for a long time. In global companies where employees are distributed across the world, effective remote training is essential to helping team members feel connected to the company.

5. Addressing employee weaknesses

A workplace training program allows you to strengthen the skills that each employee needs to improve. It addresses employee weaknesses, provides the necessary training, and creates an overall knowledgeable workforce that works independently without constant help from others.

6. Close the skills gap

As technology evolves, many companies struggle to keep up with the demands of digital transformation. One of the core reasons behind failed or poorly adopted transformation efforts is undertrained employees with a digital skills gap.

Enterprises need digitally skilled employees who can engage in agile, continuous learning to keep pace with workplace changes. Upskilling programs that build on employees' existing skills and reskilling programs that train employees in entirely new areas help you leverage your current employees to meet the new age digital demands.

Expatriate and Repatriate Support and Development

International employees typically are placed in three different classifications, as discussed below. Expatriates An expatriate is an employee, working in an operation, who is not a citizen of the country in which the operation is located, but is a citizen of the country of the headquarters organization. Also referred to as parent-country national (PCN).

Expatriates are used to ensure that foreign operations are linked effectively with the parent corporations. Generally, expatriates are also used to develop global capabilities within an organization. Experienced expatriates can provide a pool of talent that can be tapped as the organization expands its operations more broadly into even more countries. For example, Japanese-owned firms with operations in the United States have rotated Japanese managers through U.S. operations in order to expand the knowledge of U.S. business practices in the Japanese firms. The HR Perspective describe a research study on use of expatriates who are parent-country nationals and host-country nationals to staff global subsidiaries.

Host-Country Nationals(HCN)

A host-country national is an employee working for a firm in an operation who is a citizen of the country where the operation is located, but where the headquarters for the firm are in another country. Using host-country nationals is important for several reasons. One reason is that the organization wants to establish clearly that it is making a commitment to the host country and not just setting up a foreign operation. Host country nationals often know the culture, politics, laws, and business customs better than an outsider knows. Tapping into the informal "power" network may be important. Another reason to use host-country nationals is to provide employment in the country. Notes 273 Third-Country Nationals A third-country national is a citizen of one country, working in a second country, and employed by an organization headquartered in a third country. For example, a Indian citizen working for a British oil company as a manager in Norway is a third country national. Staffing with use of third country nationals shows a truly global approach. Often, these individuals handle responsibilities throughout a continent or region. For instance, a major U.S.-based electronics company has its European headquarters in Brussels, Belgium. Although most employees on the clerical staff are Belgians, only about 20% of the professionals and managers are from Belgium. Most of the rest, except for five U.S. expatriates come from other Western European countries. Possible Global Assignments Decisions about how to staff global assignments vary based on the nature, purpose, and length of the assignment.

There are four different types of global assignments requiring intercultural capabilities:

➢ For technical assignments, individuals are sent to do limited jobs and then to return, which requires limited cultural skills.

➢ In functional assignments, individuals are sent for extended projects or jobs but return upon completion of work, and some intercultural skills are needed.

➢ For developmental assignments, individuals are sent to develop and broaden their understanding of global operations and intercultural understanding and skills are important.

➢ On strategic assignments, individuals are sent to fill critical strategic jobs, requiring extended efforts, and intercultural understanding and skills are critical to success.

The importance of intercultural capabilities increases as assignments progress from technical to strategic. Also, the higher the level of responsibility and longer the assignment, the more intercultural capabilities are needed. Instead of making assignments for three years long or more, global employers now find that shorter-term assignments can be effective in reducing the "resistance" of assignee and their failure Notes 274 rates.

Short-term assignments of several months at a time create different personal and family stresses than relocation for several years. Also, the assignments provide global development experiences for employees without disrupting the individuals' careers. Different compensation and lodging issues arise with shorter-term assignment. But success with shorter assignments requires planning to address such issues as housing, travel, return trips, compensation, and health and safety concerns. Another means of providing global experience is through the use of multicultural or transnational teams. These, teams may be temporary or somewhat permanent, formed to solve a specific problem or to handle ongoing activities.

They often include headquarters representatives, host country nationals, and third-country nationals. They are useful not only as potentially valuable business units, but also as development vehicles for leaders. Recruiting for Global Assignments Recruiting employees for global assignments requires approaches and understanding different from the typical recruiting efforts in a home-country setting. The recruiting processes must consider cultural differences, laws, and language considerations.

For instance, in Eastern Europe potential recruits like to work for European and U.S. firms, so recruiters emphasize the "western" image. In Hong Kong recruiting ads often stress success factors by showing "typical employees" of a firm wearing expensive watches and stylish clothes.

The growth of the Internet has made global recruiting much more accessible, particularly for individuals in search of professional management jobs. Those individuals and more technologically knowledgeable candidates can be reached using Internet advertising. Global search firms also can be used to locate specialized global managerial talent. Selection for Global Assignments The selection process for an international assignment should provide a realistic picture of the life, work, and culture to which the employee may be sent. HR managers start by preparing a comprehensive description of the job to be done. This description notes responsibilities .

What is EEO?

EEO, or Equal Employment Opportunity, ensures that everyone is treated fairly in employment decisions, including hiring, promotion, and compensation. It prohibits discrimination based on characteristics like race, gender, age, religion, and disability, ensuring that all individuals have an equal chance for employment.
EEO definition, "same chances" or "equal opportunity" means that employers cannot use certain characteristics as reasons to hire or reject candidates or make other employment decisions; in other words, they cannot discriminate against those characteristics. In many countries, protected characteristics include:

- Race / color
- National origin / ethnicity

- Religion
- Age
- Sex / gender / sexual orientation
- Physical or mental disability

EEO doesn't guarantee that people of underrepresented groups will get hired. The purpose of EEO regulations is to make sure nobody will face rejection or difficulties because they're in a protected group.

For example, under several EEO laws, you cannot reject a candidate simply because they're Jewish or Christian, African or Caucasian, or because they're pregnant. Similarly, you cannot advertise jobs asking for candidates of a certain age, and you cannot promote men over women – you can only base this decision on each person's proven capabilities, performance and other objective criteria, rather than biases against protected groups.

If your company fails to comply with equal employment opportunity regulations, you may face complaints, lawsuits and fines. There are also the intangible costs associated with having a uniform instead of diverse workforce; you're missing out on the benefits of different perspectives and approaches to the work at hand.

To keep track of how EEO compliant organizations are, U.S. regulations require some employers to file the EEO-1 report. Generally, if you have more than 100 employees, or you're a federal contractor with more than 50 employees and a federal contract worth more than $50,000, you'll need to file an EEO-1 report.

Bona fide occupational qualification
Equal employment opportunity that concerns protected characteristics does have some exceptions. These exceptions of the EEO definition are bona fide qualifications (or "genuine occupational qualifications" in the UK) for a specific job. The nature of certain jobs may allow you to make an employment decision based on one of the protected characteristics.

For example, if you're hiring for an actor to play a teenager, you can hire a person more closely to the age of the film character, rather than a middle-aged actor. Or, if a company makes clothes for men, it can advertise for male models. Another example is when a religious organization of a certain faith hires only candidates who share that faith if their job is related to it (for instance, when they are members of the clergy.)

Affirmative action
    There's another special case when considering specific protected characteristics. This comes in the form of affirmative action: the conscious, proactive pursuit of gender balance and diversity in an organization by supporting protected groups who are traditionally discriminated against.

For example, if your software development team is all white males, you can lawfully partner with associations of female, African or Asian engineers to find great candidates and assemble a team that is more representative of the society where they'll be working. You still shouldn't make the final hiring decision because of a person's protected characteristic; you can only try to attract diverse candidates to broaden your talent pool.

This logic extends to fully formed programs that support affirmative action through education. Introducing training programs to combat hidden biases of hiring teams is an effective way to reduce unconscious discrimination.

Yet, because race-based affirmative action was banned in some U.S. states, the road is open for other effective EEO strategies. At the very least, craft an EEO policy to ensure your employees know you value fairness and diversity.

Equal Employment Opportunity should extend beyond the law

Using arbitrary and non-job-related criteria is the surest way to unfairly discriminate against people, even unwittingly. For example, when screening resumes, consider whether a person's degree from a prestigious school truly speaks to their suitability for the job you're hiring for. It's not illegal to only hire candidates from Ivy League schools, but it certainly narrows your talent pool and reduces the chances of you finding the absolute best candidate out there. Make sure you always use the most objective criteria possible.

Of course, equal opportunity, diversity and relevant laws keep evolving. Different countries or states might enact new regulations, and companies might try out new EEO strategies. Be sure to check for updates regularly and don't be afraid to test new ways of building a fair, ethical workplace.

Now that you know the answer to the question "what is EEO?", check out our guides on EEOC regulations, the EEO-1 report and EEO statements. And, consider taking actions to combat overlooked types of discrimination, like age discrimination.

Diversity management

As a result of globalization, the impact of Covid-19, and a number of social, political, and economic issues the world is facing today, the demand for diversity, equality, and inclusion has exploded in recent years. In the Netherlands, the 'Participation Act', effective since 2015, aims to ensure that everyone can find work, including people who are more vulnerable or who have disabilities. More recently, a new law was introduced in the Netherlands, aiming to improve gender diversity on corporate boards by better balancing the ratio of men and women at top levels of large private companies. This too has driven the need for inclusive work environments.

According to various studies, companies that employ a diverse workforce — and empower it with an inclusive culture — often perform better on many levels:

- They are more innovative, creative, and able to solve problems better. That's because diversified teams have different points of view, are open to fresh ideas, and have fewer blind spots
- They make better use of the job market because they recruit all types of talent
- They enjoy a happier and loyal workforce, higher productivity, and higher retention rates
- They see higher levels of customer satisfaction and increased customer loyalty because they understand what is going on among various target groups and appeal to a broad audience

- They report higher turnover and profitability rates
- They experience that demonstrating corporate social responsibility has positive effects on their brand reputation

52% of all adult online consumers consider a company's values when making a purchase. That rate is even higher among the Millennial and Gen-Z generations, who are incredibly socially conscious in their purchasing habits

However, it's not enough to just talk about it. It's also vital to manage the challenges that come with a diverse workplace appropriately. These include, for example:

- Intercultural communication problems
- Cultural misunderstandings
- Increased conflict because of different values and beliefs
- Slower decision-making processes
- Unequal opportunities
- Discrimination and exclusion
- Misrepresentation of social groups

Practicing the right diversity management strategies requires effective communication, a growth mindset, and a deep understanding of the way different types of people and teams can empower each other. It also involves perseverance, because D&I goals cannot be achieved overnight, and a strong set of leadership skills, as managers (from first-time leaders to senior management) play a vital role in demonstrating an inclusive mindset. They can be the change agents that help companies shift the gear towards a happier, welcoming workplace.

Why is diversity training important?

Diversity and inclusion training is a key component in supporting diverse and inclusive company culture. Many companies still have a narrow view of diversity, often focusing only on gender diversity or diversity of ethnical origin. Other companies do have good intentions but simply lack the tools and knowledge. Too often, their efforts get lost in all the focus on hiring metrics, promotion metrics, and equal pay. Then there are organizations that see DEI as a business strategy to boost a positive image to the outside world. The question is: are they just going through the motions, or do they truly embrace the idea of inclusive company culture? After all, DEI is not a project that you can tick off when certain percentages and numbers are hit, it's an ongoing process.

According to Gartner research, the number of HR leaders identifying DEI efforts as a top priority was 1.8 times higher in 2020 than in 2019. Gartner analysis reveals an almost 800% increase in job postings for dedicated diversity recruiters.

It all boils down to this: companies who fail to take steps to improve matters of diversity and inclusion not only miss out on a talented workforce but also hurt their reputation and economic prosperity. Simply

throwing a mix of people together and just waiting and seeing how they get by doesn't guarantee high performance and mutual understanding. On the contrary: it will do the opposite.

That's why creating an inclusive work environment requires a tailored roadmap that is well thought through, one that balances the interests of both employee and employer. Inclusive communication, an open-minded approach to recruitment processes, and investing in diversity and inclusion training in the workplace can help to achieve this.

D&I training courses should touch all levels within the company to be truly effective:

- The training of managers and leaders will help them to recognize the qualities of a diverse staff and to use them effectively. This so-called inclusive leadership will help their team members to feel respected, confident, and inspired

- The training of employees will help them to get better insights into the qualities of colleagues with a different background from themselves, resulting in a better understanding, mutual respect, and a positive work environment

Is diversity training effective?

HR leaders and D&I managers who want to get started with diversity will find that corporate diversity training can be an effective and valuable tool to create a future-proof organization where every individual feels at home. When it comes to D&I training, it helps to realize that it's not a matter of simply pushing facts and figures in a classroom and you're done, but it requires a whole set of diversity training activities that include peer-to-peer discussions, giving people the right tools to change negative behavior and beliefs, and creating awareness around workplace diversity issues, like micro-aggression, bullying, gender gaps, age gaps and more. It's also important to be aware that in order to be truly effective, workplace diversity training should be part of a holistic approach. This approach also includes the way a business communicates internally and externally, how they view well-being and deal with burnout and stress at work, and on what level business leaders truly understand and represent a diverse and inclusive environment. It must become a permanent part of the business strategy and form one of the pillars of good governance.

Measuring the impact of diversity management and inclusivity at work can be challenging. Sure, you can analyze demographic data to get an idea of how your company is doing in terms of diversity, but what does that say about inclusion? How do you measure sentiment?

A recent publication in Harvard Business Review describes that Gartner set out to address this challenge by building a model of inclusion, based on interviews with DEI executives and an extensive review of the academic literature and existing indices. This research identified seven key dimensions of inclusion: fair treatment, integrating differences, decision-making, psychological safety, trust, belonging, and

diversity. With this knowledge, Gartner states, leaders, can tailor the organization's approach to ensure they are developing and implementing the strategies that will have the most impact.

Employees who perceive their organization is committed to, and supportive of, diversity and who feel included, are 80% more likely to believe they work in a high performing organization, in comparison to a workplace perceived as having low commitment and support for diversity and employees not feeling included

Diversity training program

At Lepaya, we believe in D&I as part of a corporate-wide culture that can be created through dialogue, knowledge sharing, and challenging beliefs around unconscious bias. We advocate the fact that in inclusive organizations, all people are welcome – but not every behavior is accepted. It's quite healthy to confront colleagues when they are being discriminatory, misogynistic, or offensive to others. So is accepting to disagree with each other and challenging your own truths and beliefs.

In our diversity and inclusion training courses, we cover topics like:

- Demystifying Diversity & Inclusion: dive into what D&I means for organizational culture and how it helps your teams flourish
- Unconscious Bias: improve inclusiveness in the workplace by becoming more aware of your unconscious biases and learning how you can recognize and mitigate them
- Sincere conversations: help employees develop communication skills that will encourage inclusion at work for everyone

Diversity and inclusion workshop ideas

Next to D&I training courses, there are additional ways to drive inclusive company culture. Team building activities, company outings, and workshops can be a great way to get to know and understand each other better, and can even lead to surprising insights. It's a creative and fun way to discover shared interests and celebrate differences.

- **Celebrating different holidays**

In organizations with a large diversity of cultures, it's likely there's a whole pallet of different holidays that colleagues celebrate. To acknowledge that fact, find out which holidays people would like to see recognized in the office, and celebrate together. How fun it would be to find out more about the 'lucky red envelope ritual' that comes with Chinese New Year, or taste the sweets that are traditionally shared during Eid al Fitr, the religious holiday that marks the end of Ramadan? Make sure that if you decide to throw a party, you also serve non-alcoholic drinks!

- **Cooking workshops**

There's no better way to feel connected with other people than by cooking and eating together. Nowadays, there are numerous types of cooking workshops you can attend with the whole team – from Moroccan to Vietnamese, from typical Dutch to Caribbean cuisine.

- **Voluntary work**

Use all those different talents and strengths in the company to participate in community service projects, do voluntary work together, or host a charity event. It's a great way to learn how to appreciate each other.

- **Playing games together**

From 30 seconds to Hints, from escape rooms to communication exercises, playing games is a great way to intensify bonds between colleagues or introduce new members to the team.

- **Open dialogue meetups**

At Lepaya, our teams get together every month during an Open Dialogue meetup. The concept is that employees are offered a safe space to have an open conversation on topics that aren't talked about often but may weigh heavily on their shoulders. Some topics that were covered recently: invisible disabilities, mental well-being in the workplace, and families with trans children.

Just make sure that before choosing an activity, it helps to take stock of everyone's abilities. Teammates with speech, vision, or hearing impairments may feel excluded in a game where players are blindfolded and communicate without looking at each other. Physically active games may exclude physically disabled teammates. This way, everyone on the team can participate.

Top 10 strategies HR can use to Improve Workplace Diversity

1. Educate Managers on the Benefits of Diversity in Workplace

The relationship between managers and employees is vital. Most people leave their jobs because they are unhappy with their managers.

Only some managers understand the value of workforce diversity and know how to manage a diverse workforce. To help them, give them the skills training they need to create and nurture a diverse team. Making time for cultural and other sensitivity training is an excellent first step.

2. Commit to Developing Diverse High-Potential Candidates

It is possible to achieve both diversity and performance without resorting to tokenism. This strategy for improving workplace diversity necessitates strategic planning and execution.

For example, determine the high-potential diverse applicants in your organization. Then, ensure that leadership is committed to providing mentoring, coaching, encouraging **diversity certifications** and growth for high-potential employees who may be missing a few of the required skills or consider shifting those people to a stretch job.

3. Standardize the Interview Experience

Digital, structured interviewing is an effective method for building genuinely diverse teams. By asking the same questions to all job candidates in the same manner and sequence, you reduce the risk of hiring bias and create a fair, uniform interview experience. This technique allows you to hire people more objectively representative of the human race.

4. Accept and Value all Differences

Recognize and appreciate the skills of all employees, regardless of differences. Simply engaging in a discussion and listening to your employees is a straightforward approach to showing them you appreciate them regularly. Get to know your employees personally. Employees will go above and beyond when they feel respected and welcomed.

5. Create Diversity and Inclusion Recruitment Policies

The human resource department must promote workforce diversity and inclusion; recruiters, in particular, must serve as diversity drivers. This implies they must cultivate the right mentality and consider diversity during the selection process to create a varied and inclusive talent shortlist for the final interview stage.

6. Use Recruitment Technology that Helps to Eliminate Unconscious Bias

Driving a modern and efficient recruiting process necessitates digitizing and streamlining your recruitment process. Using Artificial Intelligence (AI) driven **recruiting software** not only speeds up the first parts of the recruitment process but also removes the recruiters' unconscious bias from the equation.

7. Offer Meaningful Opportunities for Employee Engagement

If your company has many locations, consider letting employees visit other locations in another city, state, or country. Survey your employees to find out where they want to spend their leisure time or volunteer, and plan work-based and external employee engagement events.

8. Develop Diversity & Inclusion Training Programs

Provide **diversity and inclusion training** to all levels of your business, taking the top-down approach. Start by asking your leadership to help build your training curriculum.

9. Review all aspects of HR that Impact Diversity

To avoid the trap of tokenism, consider in terms of systems rather than gestures. Examine all aspects of human resources that influence diversity, from recruiting to compensation packages to career mobility and financial wellness benefits.

10. Start Measuring your Efforts

Diversification is essential for enhancing organizational success. Start measuring your efforts to ensure you are moving the needle. Once you start measuring, you will know how you are moving the needle. Unless you have metrics to look at and examine you won't know how you're making a difference or going ahead.

6 Types of Diversity Training For Effective Business Growth

1. Awareness Training

Awareness training is one of the most effective types of diversity training. We believe every company leader must learn the skill of diversifying their workforce.

Awareness training is nothing but a training session where employees know about various people from multiple backgrounds. For instance, colleagues, old and new, get to know about sexual minorities, gender minorities, racial and ethnic identities, and many more.

You must ensure every staff member is aware of the concept of workplace equity. They must treat everyone equally, irrespective of their marginalization or identity.

Organizing an awareness training helps in:

- Collective **problem-solving** and decision-making
- Promoting respect and value amongst co-workers
- Uplift underrepresented people in the mainstream world
- Creating awareness about employees' differences
- Emphasize the need for change and eradicate prejudices

2. Skill-based Diversity Training

In order to operate effectively with diverse teams, inclusive businesses must train their new workers to develop **interpersonal skills**.

Meanwhile, current employees must learn how to communicate and work as a team with their diverse team members.

This is highly relevant in the age of remote work and distributed teams.

This training focuses on specific areas such as:

- Creating new ways to communicate with a diverse workforce
- Reinforce existing skills
- Encourage skill-building methods
- Technical skill training for administrative purposes

3. Diversity Audits

Diversity audits training are regular dip-checks that help HR professionals mitigate and identify discrimination in the workplace.

When it comes to types of diversity training, leaders must consider diversity audits for their HR professionals. These audits are a daunting task for HR, and it requires ample training to do it effectively.

These audits help in:

- Assessing the happenings around the office and peer relations.
- Managing employee attitudes toward coworkers and ensuring that company policies are fully observed.
- It helps to identify discrimination of any sort
- Encouraging employee transparency

Hence, when HR receives the proper diversity audit training, they will learn to align employee behavior with the company values. Also, these audits ensure that no discrimination happens right from the hiring stage until the employee exit. Thus, it helps enhance **employee experience** in a company.

4. Intermediate Diversity Training

As an employer, you must provide employees with the necessary tools to implement change and create an inclusive culture in the workplace. And this is what intermediate diversity training does.

This is probably the most effective training where employees with tangible skills learn to work with people who are different or do not fall into the mainstream societal norms.

Intermediate training discusses personal behavior along with systemic issues. Some of the benefits of such training include:

- Identifies unconscious/implicit bias and knowing how to mitigate them
- It accommodates people with different beliefs, values, or abilities and builds a sense of belonging
- Eradicates **microaggressions** and makes a workplace free of stereotypes and discrimination
- Encourages cross-cultural communication and team bonding

5. Basic Diversity Training

The primary goal of basic diversity training is to foster respect and empathy among coworkers. It is about openly addressing all the issues related to culture and identity in the workplace.

Although basic training does not change company culture, it does promote better awareness of diversity.

Thus, as a leader, you must not skip this training to create a company culture of diversity, equity, and inclusion.

A basic training program will cover these modules:

- Anti-racism training

- Anti-sexism training
- Educating about sexual orientation and gender identities
- Cultural sensitivity training
- Human resource compliance training

6. Mobile Learning

When you are amid a global pandemic, going digital with diversity training is what your remote team needs. In 2021, diversity and inclusion have taken center stage in every company's priority lists. Your new hires need to understand your policies, especially diversity and inclusion, in such a scenario.

When we talk about new-age types of diversity training, mLearning immediately strikes our head. It is convenient, cost-effective as well as accommodative.

With the help of this training type, you can organize diversity training for remote workers as well. It will help you connect your staff with their peers and accept individual differences with dignity and respect. Also, mLearning is more accessible for people with disabilities, chronic health issues, or people from a distributed global team.

Perks of organizing mobile learning diversity training:

- You can organize this at any time of the day, depending on everybody's schedule.
- Everyone can access it at the same time.
- You can also record it for employees to access and refer to it whenever they want

What is Global Assignment?

Global assignments are business projects which are allotted to some employees outside the home country. Global assignments are employers assigning their employees on projects which are globally implemented. Global assignments are mostly taken place in multinational companies and may involve employees to relocate from their current country to a different country where the assignment is assigned.

Since globalization has taken place rapidly and the world has become more connected, it has become a very common phenomenon. Many countries face skill shortage or require an expert for a particular assignment so they would hire the person with the requisite skills or knowledge from other countries and pay the person a hefty compensation as demanded by the person.

Steps in Managing Global Assignment

What is Global Assignment?

Since globalization has taken place rapidly and the world has become more connected, it has become a very common phenomenon. Many countries face skill shortage or require an expert for a particular assignment so they would hire the person with the requisite skills or knowledge from other countries and pay the person a hefty compensation as demanded by the person.

Steps in Managing Global Assignment

1. Evaluating objectives of the international project

2. Identifying team members & giving pre-requisite training

3. Pre-departure preparation of activities & work to be done

4. On job activities on global assignment at international location

5. Project completion

6. Evaluation & reassignment if required

Importance of Global Assignment

Global assignments as identified by experts in international human resource management are of three types

1. Technical assignments: Employees may be assigned global assignments if they have the technical skills that are required by the MNC for a particular assignment and the MNC is not able to find anyone as capable as that person internally and in that particular country, if a person is located within the MNC in another country then that person is sent on a technical assignment.

2. Developmental assignments: Developmental assignments are typically used to develop a project or concept that is new to a different location or develop skills in a different location which is not implemented in that location, it is also used by institutes to bring in faculties from different parts of the globe to give the students an exposure to different perspectives and cultures and their thoughts on the scenario of the subject.

3. Strategic Assignments are global assignments in which a key partner is sent to launch a product in a key location, develop the market or get necessary changes in the business strategy or even sign Memorandum of Understandings and Joint Venture deals.

Advantages of Global Assignments

Some advantages of global assignments are

1. Skills and knowledge which are not available in a country can be brought from other countries.

2. MNC's are able to get their projects done more effectively and not having the problem of talent not being available.

3. Employees may be motivated to join an MNC which assigns global assignments to its employees regularly.

Example of Global Assignment

Here is an example of global assignment for a hypothetical organization Company A. Company A could not find a person who could communicate in French, German and Hindi in their main headquarters in USA as they felt that there would be a gap in understanding if the language is translated to English, and then to either of these languages. So, since they did not find the any person who had proficiency in these three languages in their headquarters and started finding for a person with the language skills throughout all their office. Company A found a person in their international office in India with the knowledge in these three languages. So, they assigned her the project under a global assignment and she was asked to relocate to the main headquarters located in the United States for the duration of the project.

International Compensation Management

When a firm develops international compensation policies, it tries to fulfills some broad objectives:

1. The compensation policy should be in line with the structure, business needs and overall strategy of the organization.
2. The policy should aim at attracting and retaining the best talent.
3. It should enhance employee satisfaction.
4. It should be clear in terms of understanding of the employees and also convenient to administer.

The employee also has a number of objectives that he wishes to achieve from the compensation policy of the firm

- He expects proper compensation against his competency and performance level.
- He expects substantial financial gain for his own comfort and for his family also.
- He expects his present and future needs to be taken care of including children's education, medical protection and housing facilities.
- The policy should be progressive in nature.

Major Components in an International Compensation Package

International Compensation is an internal rate of return (monetary or non monetary rewards / package) including base salary, benefits, perquisites and long term & short term incentives that valued by employee's in accordance with their relative contributions to performance towards achieving the desired goal of an organization.

The following are the major components of an international compensation package.

1. Base Salary

This term has a slightly different meaning in an international context than in a domestic one. In the latter case, it denotes the amount of cash compensation that serves as a benchmark for other compensation elements like bonus, social benefits. For the expatriate, it denotes the main component of a package of allowances directly related to the base salary and the basis for in-service benefits and pension contributions. Base salary actually forms the foundation block of the international compensation.

2. Foreign Service Inducement Premium

This is a component of the total compensation package given to employees to encourage them to take up foreign assignments. This is with the aim to compensate them for the possible hardships they may face while being overseas. In this context, the definition of hardship, the eligibility criteria for premium and the amount and timing of this payment are to be carefully considered. Such payments are normally made in the form of a percentage of the salary and they vary depending upon the tenure and content of the assignment. In addition, sometimes other differentials may be considered. For instance: if a host country's work week is longer that of the home country, a differential payment may be made in lieu of overtime.

3. Allowances

One of the most common kinds of allowance internationally is the Cost of Living Allowance (COLA). It typically involves a payment to compensate for the differences in the cost of living between the two countries resulting in an eventual difference in the expenditure made. A typical example is to compensate for the inflation differential. COLA also includes payments for housing and other utilities, and also personal income tax. Other major allowances that are often made are:

- Home leave allowance
- Education allowance
- Relocation allowance
- Spouse assistance (compensates for the loss of income due to spouse losing their job)

Thus, multinationals normally pay these allowances to encourage employees to take up international assignments to make sure that they are comfortable in the host country in comparison to the parent country.

4. Benefits

The aspect of benefits is often very complicated to deal with. For instance, pension plans normally differ from country to country due to difference in national practices. Thus all these and other benefits (medical coverage, social security) are difficult to imitate across countries.

Thus, firms need to address a number of issues when considering what benefits to give and how to give them. However, the crucial issue that remains to be dealt with is whether the expatriates should be covered under the home country benefit programmes or the ones of the host country. As a matter of fact, most US officials are covered by their home country benefit programmes. Other kinds of benefits that are offered are:

- Vacation and special leaves
- Rest and rehabilitation leaves
- Emergency provisions like death or illness in the family

These benefits, however, depend on the host country regulations.

5. Incentives

In recent years some MNC have been designing special incentives programmes for keeping expatriate motivated. In the process a growing number of firms have dropped the ongoing premium for overseas assignment and replaced it with on time lump-sum premium. The lump-sum payment has at least three advantages. First expatriates realize that they are paid this only once and that too when they accept an overseas assignment. So the payment tends to retain its motivational value. Second, costs to the company are less because there is only one payment and no future financial commitment. This is so because incentive is separate payment, distinguishable for a regular pay and it is more readily for saving or spending.

6. Taxes

The final component of the expatriate's compensation relates to taxes. MNCs generally select one of the following approaches to handle international taxation.

1. Tax equalization: – Firm withhold an amount equal to the home country tax obligation of the expatriate and pay all taxes in the host country.
2. Tax Protection :- The employee pays up to the amount of taxes he or she would pay on remuneration in the home country. In such a situation, The employee is entitled to any windfall received if total taxes are less in the foreign country then in the home country.

7. Long Term Benefits or Stock Benefits

The most common long term benefits offered to employees of MNCs are Employee Stock Option Schemes (ESOS). Traditionally ESOS were used as means to reward top management or key people of the MNCs. Some of the commonly used stock option schemes are:

- Employee Stock Option Plan (ESOP)- a certain nos. of shares are reserved for purchase and issuance to key employees. Such shares serve as incentive for employees to build long term value for the company.
- Restricted Stock Unit (RSU) — This is a plan established by a company, wherein units of stocks are provided with restrictions on when they can be exercised. It is usually issued as partial compensation for employees. The restrictions generally lifts in 3-5 years when the stock vests.
- Employee Stock Purchase Plan (ESPP) — This is a plan wherein the company sells shares to its employees usually, at a discount. Importantly, the company deducts the purchase price of these shares every month from the employee's salary.

Hence, the primary objective for providing stock options is to reward and improve employee's performance and /or attract / retain critical talent in the Organization.