Emerging Orientation in HR

Strategic HR

The HRM framework

- **IR**
- **Personnel**
- **HRD**
- **OB**
- **OT**
- **OD**

WHAT IS HRD?

HRD means Building…..

➢ **Competency in people**

➢ **Commitment in people**

➢ **Culture in the organization**

ASSUMPTIONS

- HRD Means

  ….Business Improvement

  ….Business Excellence

- Good People and Good Culture Make Good Organizations

HRD SYSTEMS

1. Career System
2. Work System
3. Development System
4. Self-renewal System
5. Culture System

Career system

Attraction and retention of human resources

- **Manpower planning**
- **Recruitment**
- **Career planning**
- **Succession planning**
- **Retention**

Work system

Utilization of human resources

- **Role analysis**
- **Role efficacy**
- **Performance plan**
- **Performance feedback and guidance**
- **Performance appraisal**
- Promotion
- Job rotation
- Reward

Development system

Development of human resources

- **Induction**
- **Training**
- **Job enrichment**
- **Self-learning mechanisms**
- **Potential appraisal**
- **Succession Development**
- **Counselling**
- **Mentors system**

Self-Renewal System

Rejuvenating the organization through human resources

- **Survey**
- **Action research**
- **OD Intervention**
- **Organizational Retreat**

Culture System

Learning environment through human resources

- **Mission**
- **Goals**
- **Values**
- **Communication**
- **Task force**
- **Small Group**
- **Get-together and celebration**

Emerging HR systems and practices

- ✓ **HR vision and Mission**
- ✓ **Competency based HR Practices (CBHRP)**
- ✓ **HR Shared Services (HRSS)**
- ✓ **High Performance Work Systems (HPWS)**
- ✓ **Learning Organization (LO)**
- ✓ **Performance driven work culture**
- ✓ **Virtual Team Building and Team Work**
- ✓ **HR empowering systems and processes**

Emerging HR systems and practices

- ✓ **PCMM**
- ✓ **e-HR**
- ✓ **HR Portals**
- ✓ **e-learning**
- ✓ **HR Score Card**
- ✓ **Knowledge Management**
- ✓ **Mergers and acquisitions- HR issues and challenges**
- ✓ **Career Anchors and Career Development**

HR Techniques/Tools

- **62 HR Tools/techniques-HRD in Real Time**
- **Ability to use crucial**
- **Technical HR**

HR Techniques/Tools

- **Competency mapping**
- **Assessment/Development Center**
- **360-degree feedback and appraisal**
- **Appreciative Enquiry**
- **Fishbowl**
- **HRD Audit**

HR Techniques/Tools

- **LSIE/Future Search**
- **In basket**
- **Mind mapping**
- **Participatory Research Appraisal**
- **Action Research**

HRD Fields

- **HRD for Line Managers**
- **HRD for Unions and Associations**
- **HRD for NGO's**
- **HRD for Government**
- **HRD for families**
- **HRD for Schools**
- **HRD in Higher Educations**
- **HRD for Terrorist groups**

HRD AND EFFECTIVENESS

1. HRD systems
2. HRD Processes
3. HRD Outcome
4. Organizational effectiveness

HRD SYSTEMS	HRD PROCESSES	HRD OUTCOMES	ORGANISATINAL EFFECTIENESS
CAREER SYSTEM • Manpower planning • Recruitment • Career planning • Succession planning • Retention **WORK SYTEM** • Role analysis • Role efficacy • Performance plan • Performance feedback and guidance • Performance appraisal • Promotion • Job rotation • Reward **DEVELOPMENT SYSTEM** • Induction • Training • Job enrichment • Self-learning mechanisms • Potential appraisal • Succession Development • Counselling • Mentors system **SELF RENEWAL SYSTEM** • Survey • Action research • Organizational Development interventions • Organizational Retreats **CULTURE SYSTEM** • Vision, Mission and Goal • Values • Communication • Get-togethers and celebrations • Task forces • Small Groups	**INDIVIDUAL** • Efficacy • Styles • Leadership • Effectiveness **ROLE** • Competencies for job performance • Commitment • Motivation • Frustration • Stress & Burnout **TEAMS** • Communication • Feedback • Conflict resolution • Collaboration **ORGANIZATION** • Organizational climate • Communication • Learning organization • Organizational Change • Organizational Development	COMPETENT PEOPLE WELL DEVELOPED ROLES HIGH COMMITMENT HIGH JOB INVOLVEMENT HIGH JOB SATISFACTION TEAM WORK AND SYNERGY MORE PROBLEM SOLVING GOOD ORGANISATIONAL HEALTH	HIGH PRODUCTIVITY GROWTH & DIVERSIFICATION COST REDUCTION MORE PROFITS BETTER IMAGE

ORGANIZATIONAL EFFECTIVENESS MODEL