

CHAPTER - VII

HUMAN RESOURCE DEVELOPMENT AT KBL

- 1) Meaning Of Human Resource Development.
- 2) Methodology Adopted For HRD Activities In KBL
- 3) Management Topics For Training Programmes.
- 4) Conclusion.

CHAPTER VII

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Human resource development(HRD) means any systematic activity which could bring about improvement in persons. Machines, materials and money are no doubt assets. But human resource is the greatest asset, without which no effective use can be made of other assets. HRD is not only training but it encompasses discovery and nurturing of the human talents, initiative, drive and decision making faculty. HRD aims at improving the quality of work programme and the supervisory and managerial inputs for future growth and developing the personalities of people. Deep involvement of the top management is the pre-requisite of the success of HRD activities.

The objectives of HRD must be translated into various programmes. These programmes must be implemented to their last letter. Let us discuss how does KBL undertake HRD. To meet the organisational needs and develop supervisory and managerial staff, following procedure is adopted in KBL.

- (i) Proper recruitment and induction programmes for new comers has been chalked out. Recruitment is mainly made by campus interviews and through applications directly received by the KBL from the candidates. After written test and interview, they are recruited, and one year intensive training is given to acquaint the candidates with the culture of the company.
- (ii) Systematic performance appraisal system has been developed for the promotion of staff. Work performance report after duly seen by the divisional head and concerned A.V.P., interviews are taken to see that the candidate really has

done a good job and is capable of shouldering higher responsibility.

(iii) Training needs are assessed by the divisional heads and need based training is given and staff members are deputed to outside management institutes for managerial development programmes. Out-side management experts are invited to conduct supervisory and managerial development programmes.

A pool of internal faculty members of senior officers is created to conduct supervisory development programmes. Following training programmes/ work shops are arranged for the staff by external management experts in a suitable batch of about twenty persons at a time. Following topics are covered.

- (i) Creativity work-shop - 2 days.
- (ii) SWOT analysis (strength, Weakness, opportunity, threat)- 2 days
- (iii) Finance for non-finance people - 1 day.
- (iv) Managing difficult people - 2 days.
- (v) Budgetary control for profits - 2 days.
- (vi) Written skills - 2 days.
- (vii) Prosperity through quality and productivity - 2 days.
- (viii) Effective time management - 2 days.
- (ix) Energy conservation - 2 days.
- (x) Develop speaking skills in English - 2 days.
- (xi) Yogic approach to avoid management stress - 2 days.
- (xii) Computer awareness programme - 1 day.
- (xiii) Training programme for inspectors - 2 days.
- (xiv) Seven habits of highly effective people - 2 days.
- (xv) ISO 9000 - 2 days.
- (xvi) Inventory control -1 day.

- (xvii) Small group activity - 2 days.
- (xviii) Preventive maintenance - 2 days.
- (xix) Statistical Quality control techniques - 2 days.
- (xx) Personality development - 1 day.
- (xxi) Production planning and control - 2 days.

And so many other programmes relating to management science are conducted.

KBL has accepted the change in the direction of wind and are focusing attention on modifying environment by adopting various sub-systems like proper staffing of technical persons, suitable transfers and change in the organisational structure when required, the appraisal system, labour management relations outlook, reward system and individual development systems. Just to give couple of examples, evaluation of individual performance for promotion, from a three year period will be switched on to a one year period. Consequential changes will be made in the promotion policy to suit the one year system from three year system. More involvement and participation of workers is practised in all the functions organised by the company, prominence is given to the office bearers of the labour union. Lectures, seminars and work-shops are arranged for them to educate their minds and convey the message of how important it is to keep away from bad habits like tobacco chewing, drinking alcohol and thereby improve the quality of personal life.

KBL has set up an association namely "Kirloskar Brothers Ltd., Staff Welfare Association", wherein supervisors and managerial staff can become members by paying a very small contribution. This welfare association arranges 'yearly health check-ups', for their members by highly qualified medical experts.

In the event of members' serious illness, this staff welfare association contributes towards the medical expenses. On the same lines, with management's help, a similar "Kirloskar clerical employees kalyan mandal" has been setup for the clerks of the company .

The H.R.D. department organises on a continuous basis, programmes and provides opportunities at all the levels of the supervisory and managerial staff to perform their work with a high level of competence and excellence. Motivation is provided to improve quality of work life. Efforts are made by the management to develop a spirit of team-work. The Programmes are arranged and guidance is given to develop the subordinates.

KBL has achieved a target of training and imparting skills on human resource development, of 24 hours per year, per staff member. All the efforts are directed for helping individuals to reach their full potential and the response from the staff-members has been very encouraging.

The management representative has mentioned that "HRD is a pains-taking pursuit of patience and planning. It will not be correct to expect miracles in a short time. HRD is a continuous ongoing process and never ending mission at KBL".

It can be concluded with confidence, that the systematic way in which HRD department is functioning, KBL will achieve better performance in future.

It will not be out of place to mention that KBL is making dedicated efforts to fulfil the teachings of a chinese proverb, which runs as follows:

If you wish to plan for a year ----- Sow seeds.

If you wish to plan for ten years ---- Plant trees.

If you wish to plan for a life time ---Develop men.

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