

CHAPTER-3

PERSONNEL POLICIES IN UNIVERSAL LUGGAGE MANUFACTURING Pvt. LTD. SATARA.

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3.1 INTRODUCTION

Top Management decides personnel policies and these policies are executed through personnel manager, personnel officers and executives. Organization provides amenities to employees like canteen, first Aids, and sanitary facilities etc with clean and clear working conditions. Apart from these facilities employees are also provided with financial benefits such as Bonus, Provident Fund, Employee State Insurance, Dearness Allowance, Conveyance Allowance, production linked incentive, attendance Bonus, House Rent allowance etc. Organization provides each employee couple of uniform with official footwear's yearly. Employees are also provided with washing allowance twice a week. Educational trips are also arranged for employees at all levels of employment in Universal Luggage Mfg. Pvt. Ltd., Satara.

The company has total strength of 226 employees as on 31.03.2005. This can be bifurcate as Managers, junior Managers/officers, Executives, Technical and Non Technical Staff, skilled and unskilled workers, trainees, Operational Staff etc. The Project Engineers, Production Engineers, Quality Control Engineers and other technical

and operational Staff is considered as backbone of the organization. The Universal Luggage Mfg. Pvt. Ltd., Satara has two challenging tasks in front of them, in gainfully utilizing available precious manpower. The first one is to train them to keep them upgraded and the second one is to keep their morale high about and for an organization. Organizational policies in terms of safety and cleanliness are best at Universal Luggage Mfg. Pvt Ltd., Satara. The unit is implementing "Kaizen" since last 10 years, which results in more and more commitment of workers and make them inhabitants of self-service.



3.2 PERSONNEL POLICIES IN POLICIES REGARDING TRAINING IN UNIVERSAL LUGGAGE MFG.<D.SATARA.

Personnel policies of any organization covers policies regarding employment, recruitment, promotion, transfer, HR Planning, performance appraisal, selection, Job Design, job evaluation, Retirement, collective Bargaining, improving performance, employee rights, dynamics of human relations, job analysis etc.

There is an old joke that goes as-“the organization of the future will be run by just one person & a dog. The person will be there to feed the dog and the dog will be there to make sure that the person does not touch anything.”

In the past, observers feared that machines might one day eliminate the need for people at work. In reality, just the opposite has been occurring. People are more important in today’s organization than ever before. Terms such as ‘Human Capital’ and ‘Intellectual Assets’ all have in common the idea that people make the difference in how an organization performs. Successful organization are

particularly adopt at bringing together different kinds of people to achieve a common purpose. This is the essence of personnel policies.

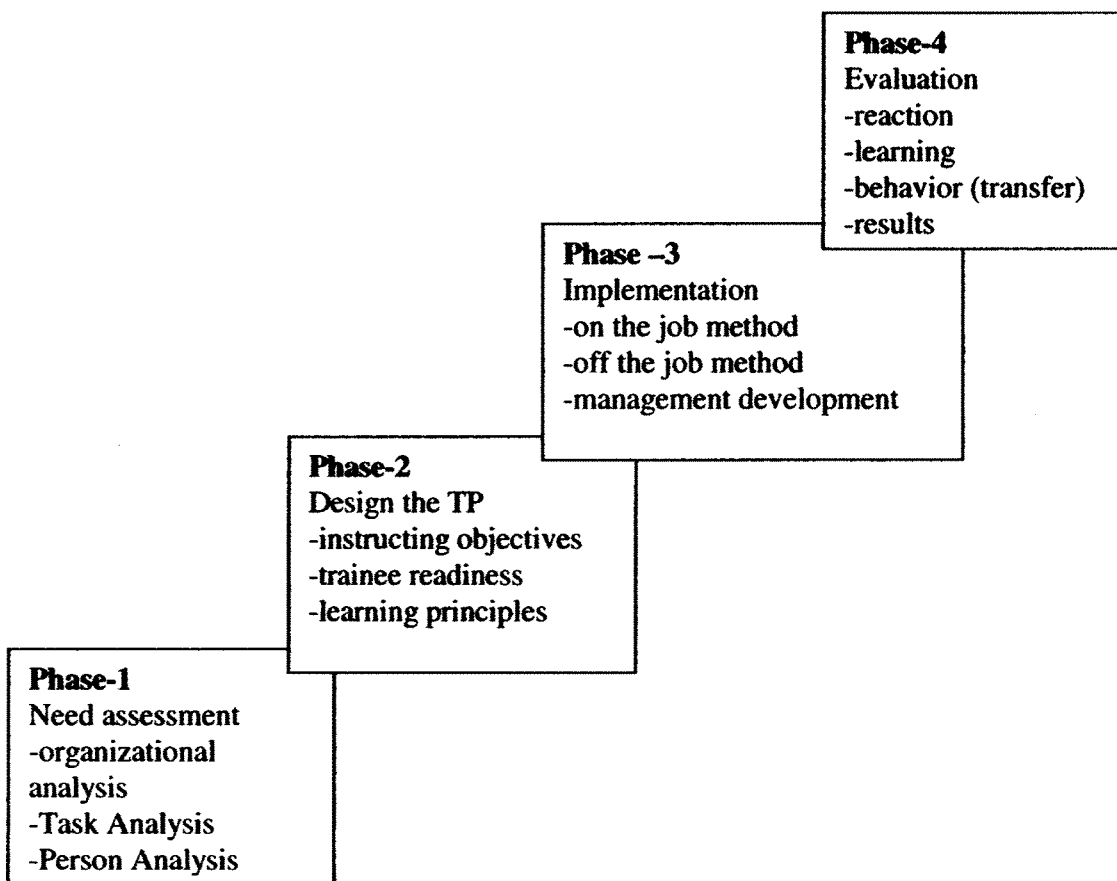
Policies regarding training in Universal Luggage

Mfg. Pvt. Ltd., Satara.

1. Conducting the need assessment.
2. Designing Training program.
3. Implementing the training program.
4. Evaluating Training Program.
5. Training and Development.
6. Career Development.

1. CONDUCTING THE NEED ASSESSMENT.

To make certain that investment in Training and Development have make impact on individual and organizational performance a system approach to training should be used. The system approach involves four phases as shown in following figure-



Human Resource manager always keep check on that is there any need for implementation of training program? Which method of

training should be followed? How many employees needed to attain this program? Availability of training aids and infrastructure. Generally need for Training can be assessed if the situation occur when customers are consistently complain about product or services, employees fail to achieve productivity standard, career development graph of each employee shown downward or stagnant position then all these are the indicators of training need. To decide and implement training related policies management should adopt system approach, which reflects three systematic levels of analysis 1) organizational analysis, 2) task analysis and 3) person analysis.

The normal tendency of manager is that think that they did not have time for need assessment. Because it is quiet time consuming. But it gives great output as quality improvement, customer satisfaction, employee satisfaction, and increase in productivity etc.

1. Organizational Analysis

It is an examination of the environment; strategies and resources of organization to determine where training emphasis should be placed. Other issues such as technological changes, globalization, reengineering and TQM all influence the way work is done and the

types of skills needed to do it organizational restructuring, downsizing, employment and teamwork for example, have immediate training requirements. Finally trends in the workforce itself have an impact on training needs. The influencing factors viz. technology, financing and Human Resource, labour cost, quality of goods, absenteeism, turnover and number of accidents are also plays vital role in deciding training policies. The availability of these factors and utilization of them requires providing them with proper training program. But management has to face many times lack of these resources. To cope with resource constraints while contributing to strategy imperatives, managers have to be more focused and efficient with their training budgets.

2. Task Analysis

The second step in training needs assessment is task analysis. Under this step management follows receiving of job description and specification to identify the activities performed in a particular job and the KSA's needed to perform them. Steps followed for task analysis in Universal Luggage Mfg. Pvt. Ltd. Satara are as follows-

1. To list all the tasks of job profile of an employee.

2. To list the steps performed by the employee to compile each task.
3. Define the task (in regard to skill, knowledge required)
4. To observe and questioned skilled jobholders for job description.
5. To gather information and assess competency of each employee.
6. To decide most effective training method.

3. Personal Analysis

This analysis is undertaken to decide which employee needs and which types of training program needed to be implemented. It is not necessary that each employee who is needed to improve his or her performance should be the target for providing training. However, if performance deficiencies are due to poor motivation or factors outside an employee's control, training may not be the answer.

4. Designing Training program.

After determining training needs specialized Training Programs are designed. These programs are decided on the basis of organizational

objectives, trainee needs, career development of trainee, principles of learning and instructors. Information gathered from various resources describes the skills or knowledge to be acquired and the attitudes to be changed.

Robert Manger, an internationally known training expert noted that, “before you prepare for instruction, before you select instructional procedures or subject matter or material, it is important to be able to state clearly just what you intend the results of that instruction to be. A clear statement of instructional objective will provide a sound basis for choosing method and materials and for selecting the means for assessing whether the instruction will be successful.

The second important factor is recognizing individual difference while designing training program. In Universal Luggage Mfg. Pvt. Ltd. Satara questionnaires from employees about why they are attending training and what they hope to accomplish. Participants may also be asked to give their completed questionnaire to their managers. It is taken into consideration that trainees must recognise the need for new knowledge or skills, and they must maintain desire

to learn as training progress. By focusing on the trainees themselves rather than on the trainer or training topic, managers can create a training environment that is conducive to learning. Following strategies are essential for this purpose-

1. Use positive reinforcement
2. Eliminate threats and punishment
3. Be flexible
4. Have participants set personal goals
5. Design interesting instruction.
6. Break down physical and psychological obstacles to learning.

The features of training program that help employees grasp new material, make sense of it in their own and transfer it back to the job.

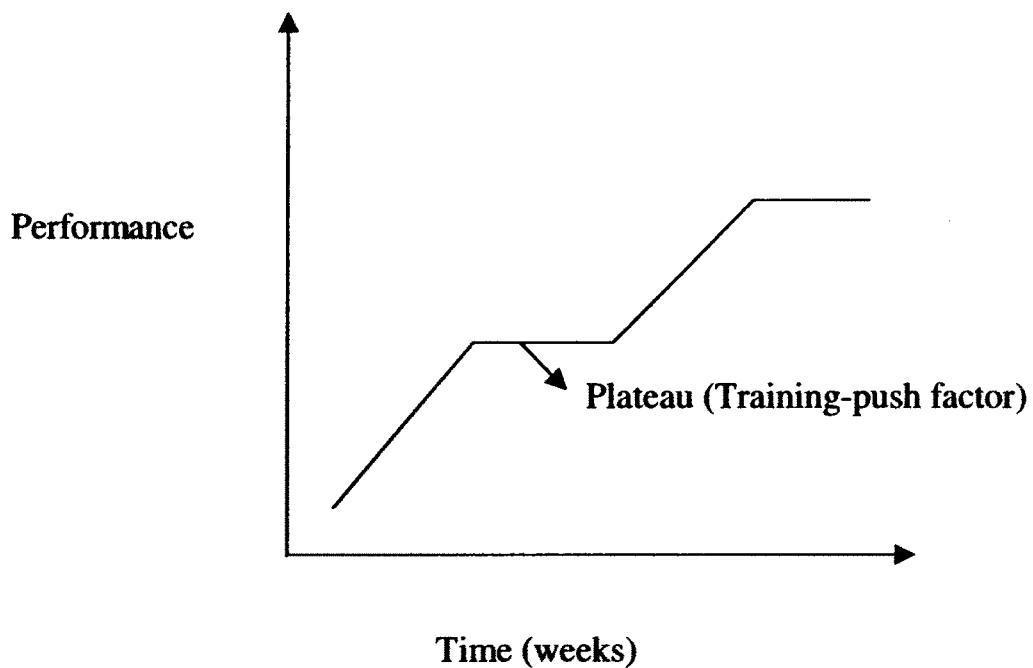
Success of training program depends upon how employees utilize the techniques and methods they have learned. For the purpose of better utilization of trained employees or their potential certain learning principles should be followed while implementing training program. Objectives of implementation of training

program are pre planned and well planned. They are undertaken as roadmap for the program.

Generally training program is divided into series of plans viz., presentation, modeling, active practice and feedback. Expert trainers provide informative and active presentation in trainees, and then actual demonstration is made for their better understanding. Then trainees are asked to implement these learned techniques either on the job or at provided place for practice. When employees goes trough all these steps they have been asked to fill up feedback forms normally after each consecutive two moths of training provided. This feedback is important while measuring output of training investment and career development of each individual employee. And this is also work as basis of training need assessment for the next year.

When we think about long term aerograph of our employee we can observe that when any employee start his career he is very keen and cautious about learning new techniques and methods of work, when he get knowledge and skill which satisfies his current job profile he shows no more interest in learning. At such situation

training works as push factor. As a result of training attending training program employee will be motivated towards more active participation in attaining organizational goals.



A Typical Learning Curve ¹

Last but not the least, which makes training program successful, is instructor or trainer. Following are the essential characteristics of the ideal trainer-

1. He should know the job profile of each trainee.

2. He should be able to recognize individual difference and try to satisfy each employee by giving his best.
3. He should be patient and well conversant.
4. He should be able sometimes to make learning fun.
5. He should have keen interest in providing training.
6. A dynamic presentation and a vibrant personality show trainees that the trainer enjoy training, employees tend to respond positively to an enthusiastic climate.

5. Implementing the Training Program

After deciding design or structure of training program it is necessary to decide which training method is best suited at which level of employment. Training methods are mainly distinguished between two groups training for non-managerial staff and training for managerial staff.

Both of these groups are provided with on the job training method and/or off the job training method. Training method followed in Universal Luggage Mfg. Pvt. Ltd. Satara for non-managerial staff is as follows-

1. Apprenticeship training
2. Classroom instructions
3. Programmed instruction
4. Audio-visual methods
5. Computer based instructions.
6. Computer based training
7. Simulation method

Training methods used for development of managerial staff-

1. Coaching
2. Special projects
3. Staff meetings
4. Special Assignments.
5. Staff Meetings
6. Planned career progression
7. Seminars and conferences
8. Case studies
9. Management games

7. Evaluation of training program

Among variety of methods available to measure or evaluate training impact in Universal Luggage Mfg. Pvt. Ltd. Satara follows four steps method of training evaluation i.e.

1) Reaction 2) Learning 3) Behavior 4) Results

1. REACTION

Reaction of each employee in regard to his feed back about training program can be drawn out with the help of following questionnaire-

1. What were your learning goals for this program?
2. Did you achieve them?
3. Did you like this program?
4. Would you recommend to others?
5. What suggestions do you have for improving program?
6. Should organization continue to offer it?

2. LEARNING

It is good that each trainee should think on whether they actually learned anything or not? As per principles of learning each trainee should be aware of his learning objectives and scrutinize transparently

changes found after participating training program. Improvements should be measure by checking whether they are an output of training or any other factor.

3. BEHAVIOUR

It generally experimented that trainings failed to apply his learned knowledge and skills on the actual working. Behavioral changes i.e. positive change in behavior is the indicator of successful attainment of any training program

To apply maximum skills and knowledge learned from training program trainees are adopt following approaches

1. apply learned techniques as close as possible to the job
2. apply learned skills in varying situations and at varying atmosphere skillfully.

At Universal Luggage Mfg. *Pvt.* Ltd. Satara, managers use to observe trainees once they return to their regular position, interviews with the trainees and mangers, examination of trainees, post training performance appraisals. They combine these ideas to ascertain whether training and development has impacted job behavior.

4. RESULTS

Results or output of training program is measured in increase in productivity, fewer employee complaints, decrease cost and waste and profitability.

UTILITY & RETURN OF INVESTMENT

Now a day's many organizations are beginning to think in term of the utility of training program. Utility refers to the benefit deprived from training relative to the costs incurred. Objectives with sophisticated training systems look to training support long term strategy and change more than they look for short term financial returns from their investment. The training provides knowledge and skill that create a competitive advantage and a culture that is ready for continuous change.

BENCHMARKING

Benchmarking involves four steps process-

1. Plan-

Planning involves a conducting of a self audit to define internal process and measurement, decide on areas to be benchmarked and choose the comparison organization.

2. Do

To collect data through surveys, interviews, site visits and/or historical records.

3. CHECK-

Analyze data to discover performance gaps and communication findings and suggested improvement to management.

3. ACT-

Establish goals, implement specific changes, monitor progress and redefine benchmarks as a continuous improvement process.

3.3 ROLE OF PERSONNEL DEPARTMENT IN PLANNING PERSONNEL POLICIES OF UNIVERSAL LUGGAGE MANUFACTURING PVT.LTD. SATARA.

Managing people is not something that occurs in a back room called the Human Resource Department managing people is every manger's business and successful organizations are those that combine the experience of managers with the expertise of Human Resource Specializations to Develop and utilize the talents of employees to their greatest potential. Human Resource Managers are assuming a greater role in top management planning and decision-making, a trend that reflects the growing awareness among executives that Human Resource Managers can make important contributions to the success of an organization. A recent issue of the Academy of management journal was completely devoted to research demonstrating that effective management of Human Resource has a clear relationship of an organizational performance.

The Human Resource managers often serves as an in house consultant to supervisors, managers and executives, given their knowledge of internal employment is good (policies, labour

agreement, past practices and the needs of employees) as well as their awareness of external trends, economic and employment data, legal issues and the like) Human Resource Managers can be an invaluable resource for making decisions. As in house consultants, human Resource managers should be concerned with the operating goals of the managers and supervisors.

Technical experience in these areas is essential for Human Resource Managers and for the basis of Human Resource programming, design and implementation. Human Resource managers monitor performance of line department and other staff department ensure conformity with established Human Resource policies, procedures and practices. Perhaps more importantly, they are a resource to which managers can turn for policy interpretation.

One of the enduring roles of Human Resource Managers is to serve as an employee advocate listening to the employees concerns and representing their needs to managers now a days, employees expect from employers that they should attend their social responsibilities in managing their Human Resource charges of discrimination against women, minorities, the physically and mentally

disabled and the elderly with respect of hiring, training, advancement and compensation are being leveled against some employers. Issues such as comparable work, the high cost of health benefits, day care for children of employees and alternative work schedules are concerns that many employers must address as our workforce grows more diverse.

3.4 ROLE OF TOP MANAGEMENT IN PLANNING

PERSONNEL POLICIES OF UNIVERSAL LUGGAGE MANUFACTURING PVT.LTD. SATARA.

Top management of an organization comprises of Board of Directors, Vice President, President and other members. The role played by the top management is more directive than as of an employer. Top management as a whole and sole not only takes decisions by undertaking the responsibility of implementing them. Efforts are made for achieving best possible output from employees. Suggestions of employees are also taken under consideration in decision-making.

As organizational strength is not that large and vast, face-to-face interaction with employees is possible for Top management. Many of the employees are founder members of the organization. As per conversation held with them it is observed that they found still committed and loyal towards organization. And they have proved themselves as an asset of an organization. The reason behind their loyalty or commitment is respect they received from top management.

Top management directly does not interfere into day-to-day working of an organization but directs and controls the routine work through discipline and their representatives.

Executives/ managers of each department work as representatives or mediators of top Management. Top Management by introducing latest up gradations tryout keeping and implement developing and dynamic atmosphere in an organization. All the policies regarding employees operational and functional should be decided approved by Top Management. While deciding personnel policies top Management undertakes humanities approved also to decide best-suited policies for all the levels of employment.

1. Commitment to shared goals and objectives.
2. Consensus decision-making.
3. Open and honest communication.
4. Shared leadership.
5. Climate of co-operation, collaboration, trust and Support.
6. Valuing of employees for their diversity.
7. Recognition of conflict and its positive resolution.

3.6 References

1. Snell & Sherman : Managing Human Resources' 1999.