

What are competencies in HR?

Competencies include all the related knowledge, skills, abilities, and attributes that form a person's job. This set of context-specific qualities is correlated with superior job performance and can be used as a standard against which to measure job performance as well as to develop, recruit, and hire employees.

Competencies of HR Manager

1. Communication

An HR manager must be able to communicate with everyone in the workplace -- from line staff to executive leadership. In addition, communication skills are important for HR managers to interact effectively with outsourcing providers, union leaders, public officials and employees, prospective employees and colleagues.

2. Analytical and Critical Thinking

Analytical and critical thinking skills are a must for HR leaders. The ability to analyze situations and view the implications of certain decisions from a critical perspective is particularly useful for HR leaders. For example, the decision whether to outsource one or several HR functions isn't something that happens without considering the impact of outsourcing has on individual employees as well as the organization overall.

3. Relationship-Building

Creating a cohesive HR department that works collaboratively to achieve the goals of the department as well as help the organization reach its goals related to workforce development is a competency that HR managers must have. Relationship-building and interpersonal relationship skills are fundamental to an HR manager's success.

4. Leadership

Leadership skills are an essential competency for HR managers. HR managers are responsible for creating strategic plans for the HR department as well as the overall workforce. HR managers have to direct the activities of the HR department.

5. Delegation

Delegation typically **means** the transfer of responsibility for a task from a manager to a subordinate. A manager must be able to divide the work and allocate it to the subordinates. This helps in reducing his work load so that he can work on **important** areas such as - planning, business analysis etc.

6. Motivating Others

The ability to motivate is another important skill in an organization. Motivation helps bring forth a desired behavior or response from the employees or certain stakeholders. There are numerous motivation tactics that managers can use, and choosing the right ones can depend on characteristics such as company and team culture, team personalities, etc.

7. Patience

Developing patience and getting to know people will reap rewards in the long term. Sometimes people just need time and space to develop their own ways of doing things. To develop a level of tolerance just beyond your normal patience levels to give people the chance to develop.

8. Self-development

No manager is the finished article. Constant personal development and flexibility of behaviour will help ordinary managers to be great managers. Be open to a variety of opportunities to learn new things.

HR Policies:

HR Policies – Meaning

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce.

Human Resources policies are generalised guidelines on employee management, adopted by consensus in an organisation to regulate the behaviour of employees and their managers or supervisors.

“HR policies may be defined as guidelines, procedures, codes and regulations adopted by management to guide workplace activities within acceptable limits, which are communicated through a summarised statement called policy statement and implemented through instructions referred to as policy directives.”

HR Policies – Major Outlines of the HR Policy of a Medium-Sized Organisation

An HR department primarily deals with recruitment and selection, training and development, job evaluation, wages and incentives, and labour welfare policy.

- i. Recruitment and selection policy – To procure suitably educated and efficient personnel by offering those tempting wages, good working conditions, safety and security, and better future prospects.
- ii. Training and development policy – To make available all possible facilities for the training and development of employees to enable them to do their job efficiently and to prepare themselves for future promotions .

To get the performance appraisal done; and to provide adequate opportunities and facilities for the development of employees.

- iii. Job evaluation, wage and incentive policies – To determine reasonably good wage rates and dearness allowance, and to work out incentive plans for workers after undertaking job evaluation and other necessary steps and also keeping in view the prevalent wage rates for similar jobs in other industries.

Iv . Labour welfare policy – To improve industrial relations by evolving a suitable machinery for the settlement of disputes; to encourage mutual negotiations; to prepare and execute labour welfare programmes; and to arrange all possible facilities for the health, education and other welfare programmes.

1. Managing Workforce Diversity:

An important challenge that human resource managers face involves workforce diversity, i.e., the increasing heterogeneity of organisations with the inclusion of employees from different groups such as women, physically disabled persons, retired defence personnel, backward classes, ethnic groups, etc.

When workforce diversity is managed properly, there would be better communication, better human relations and congenial work culture in the organisation.

2. Empowerment of Employees:

Empowerment is the process of giving employees in the organisation the power, authority, responsibility, resources, freedom to take decisions and solve work related problems.

This allocation of authority is not based on the concept of “delegation”. Empowerment focuses on employees to make use of their full potential. It is a process for helping right person at the right levels to makes the right decision for the right reasons.

3. Downsizing

Downsizing means reducing the strength of employees through planned elimination of positions and jobs. Because of global competition most of the companies want to reduce costs and be competitive. In downsizing many workers are thrown out of the job and many survivors are forced to work in an uncertain work environment. Downsizing is also given such names as restructuring and rightsizing. Organizations resort to downsizing to solve the problem of surplus staff and thereby improve their financial position, work efficiency, and competitiveness.

4. The voluntary retirement scheme (VRS)

It is the most human technique to provide overall reduction in the existing strength of the employees. It is a technique used by companies for trimming the workforce employed in the industrial unit. VRS is based on mutual agreement between the employer and employees, under which an employee agrees to voluntarily separate from the organization on payment of agreed compensation by the employer.

It is also known as ‘Golden Handshake’ as it is the golden route to retrenchment. Downsizing of the work force generally implemented through VRS in India, and the Industrial Disputes Act, 1947 puts restrictions

on employers in the matter of reducing excess staff by retrenchment, by closures of establishment and the retrenchment process involved lot of legalities and complex procedures. Also, any plans of retrenchment and reduction of staff and workforce are subjected to strong opposition by trade unions. Hence, VRS was introduced as an alternative legal solution to solve this problem. It allowed employers including those in the government undertakings, to offer voluntary retirement schemes to off-load the surplus manpower and no pressure is put on any employee to exit.

VRS is different from downsizing because here employee are asked to retire voluntarily and are not laid off by force. Secondly, in VRS employees are given attractive severance package whereas in downsizing they are not given any monetary or non-monetary benefits.

5. Human Resources Information System

HRIS stands for Human Resources Information System. The HRIS is a system that is used to collect and store data on an organization's employees.

It is a software or online solution that is used for data entry, data tracking, and data management of all **human resources** operations of an organization. An **HRIS** provides a centralized database that stores applicant tracking functions, onboarding, employee demographics, compensation and benefits choices, time-tracking, and so much more. It's also the hub for your employee data with up-to-date information on your organisation's hiring trends and employee retention.

UNIT II

Human Resource Planning

Human Resource Planning (HRP) is the process of forecasting the future human resource requirements of the organization and determining as to how the existing human resource capacity of the organization can be utilized to fulfill these requirements.

The HRP process which helps the management of the organization in meeting the future demand of human resource in the organization with the supply of the appropriate people in appropriate numbers at the appropriate time and place.

An HR Planning process simply involves the following four broad steps

1. **Current HR Supply**
2. **Future HR Demand**
3. **Demand Forecast**
4. **HR Sourcing Strategy and Implementation**

Quantitative Considerations

These Include

(i) The Economic Considerations relating to determination of economic situation and in the light of that future sales and production estimates are made. These estimates affect manpower requirements.

(ii) Expansion programmes in future also affect future manpower requirements.

(iii) Availability of existing manpower resources of different kinds should be kept in mind. This is helpful in forecasting future manpower requirements.

(iv) Rate of labour turnover is an important instrument with the help of which estimates with regard to future manpower requirements can be made.

(v) Resignations and retirements, promotion, demotion, separation, transfers, dismissals and lay off etc. are other important considerations to be borne in mind before initiating the process of human resources planning.

(vi) Changes in the management thinking, philosophy and plans etc. also affect manpower plans. Technological changes and diversifications etc. bring about changes in the skills and performance of workers.

Human Resource Planning (HRP) is the process of forecasting the future human resource requirements of the organization and determining as to how the existing human resource capacity of the organization can be utilized to fulfill these requirements. It, thus, focuses on the basic economic concept of demand and supply in context to the human resource capacity of the organization.

It is the HRP process which helps the management of the organization in meeting the future demand of human resource in the organization with the supply of the appropriate people in appropriate numbers at the appropriate time and place. Further, it is only after proper analysis of the HR requirements can the process of recruitment and selection be initiated by the management. Also, HRP is essential in successfully achieving the strategies and objectives of organization. In fact, with the element of strategies and long term objectives of the organization being widely associated with human resource planning these days, HR Planning has now become Strategic HR Planning.

Though, **HR Planning** may sound quite simple a process of managing the numbers in terms of human resource requirement of the organization, yet, the actual activity may involve the HR manager to face many roadblocks owing to the effect of the current workforce in the organization, pressure to meet the business objectives and prevailing workforce market condition. HR Planning, thus, help the organization in many ways as follows:-

- HR managers are in a stage of anticipating the workforce requirements rather than getting surprised by the change of events
- Prevent the business from falling into the trap of shifting workforce market, a common concern among all industries and sectors
- Work proactively as the expansion in the workforce market is not always in conjunction with the workforce requirement of the organization in terms of professional experience, talent needs, skills, etc.
- Organizations in growth phase may face the challenge of meeting the need for critical set of skills, competencies and talent to meet their strategic objectives so they can stand well-prepared to meet the HR needs
- Considering the organizational goals, HR Planning allows the identification, selection and development of required talent or competency within the organization.

It is, therefore, suitable on the part of the organization to opt for HR Planning to prevent any unnecessary hurdles in its workforce needs. An HR Consulting Firm can provide the organization with a comprehensive HR assessment and planning to meet its future requirements in the most cost-effective and timely manner.

An HR Planning process simply involves the following four broad steps

- **Current HR Supply:** Assessment of the current human resource availability in the organization is the foremost step in HR Planning. It includes a comprehensive study of the human resource strength of the organization in terms of numbers, skills, talents, competencies, qualifications, experience, age, tenures, performance ratings, designations, grades, compensations, benefits, etc. At this stage, the consultants may conduct extensive interviews with the managers to understand the critical HR issues they face and workforce capabilities they consider basic or crucial for various business processes.
- **Future HR Demand:** Analysis of the future workforce requirements of the business is the second step in HR Planning. All the known HR variables like attrition, lay-offs, foreseeable vacancies, retirements, promotions, pre-set transfers, etc. are taken into consideration while determining future HR demand.

Further, certain unknown workforce variables like competitive factors, resignations, abrupt transfers or dismissals are also included in the scope of analysis.

- **Demand Forecast:** Next step is to match the current supply with the future demand of HR, and create a demand forecast. Here, it is also essential to understand the business strategy and objectives in the long run so that the workforce demand forecast is such that it is aligned to the organizational goals.
- **HR Sourcing Strategy and Implementation:** After reviewing the gaps in the HR supply and demand, the HR Consulting Firm develops plans to meet these gaps as per the demand forecast created by them. This may include conducting communication programs with employees, relocation, talent acquisition, recruitment and outsourcing, talent management, training and coaching, and revision of policies. The plans are, then, implemented taking into confidence the managers so as to make the process of execution smooth and efficient. Here, it is important to note that all the regulatory and legal compliances are being followed by the consultants to prevent any untoward situation coming from the employees.

Hence, a properly conducted process of HR Planning by an HR Consulting Firm helps the organization in meeting its goals and objectives in timely manner with the right HR strength in action.

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These Include

- (i) The Economic Considerations relating to determination of economic situation and in the light of that future sales and production estimates are made. These estimates affect manpower requirements.
- (ii) Expansion programmes in future also affect future manpower requirements.
- (iii) Availability of existing manpower resources of different kinds should be kept in mind. This is helpful in forecasting future manpower requirements.
- (iv) Rate of labour turnover is an important instrument with the help of which estimates with regard to future manpower requirements can be made. It provides required information statistically i.e. how many employees have left and joined the organization during a specific period of time. Labour turnover rates are calculated by applying separation method, replacement approach and flux method. In the light of labour turnover rate future manpower requirements can be estimated,
- (v) Resignations and retirements, promotion, demotion, separation, transfers, dismissals and lay off etc. are other important considerations to be borne in mind before initiating the process of human resources planning.
- (vi) Changes in the management thinking, philosophy and plans etc. also affect manpower plans. Technological changes and diversifications etc. bring about changes in the skills and performance of workers.

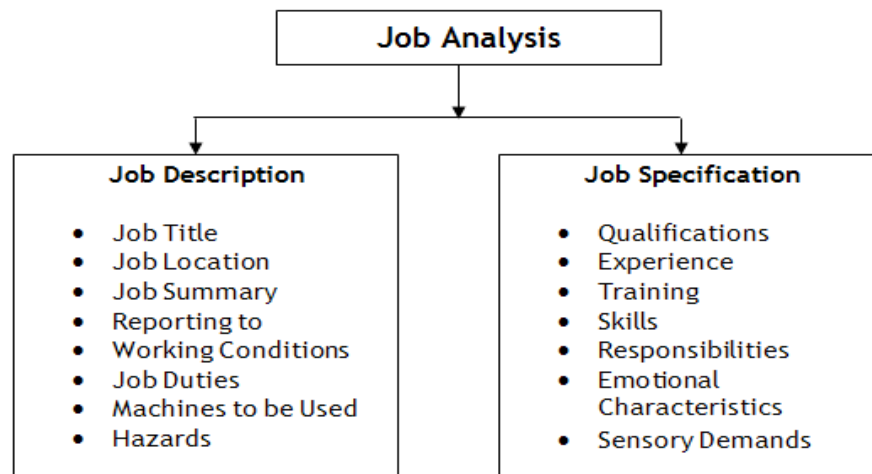
2. Qualitative Considerations

- (i) Work-load analysis. It is a technical aspect of manpower planning. It includes and studies auditing of human resources, study of work standards and demand analysis etc.
- (ii) Auditing of Employees Involves Preparation of Skill Inventory. Skill inventory covers data regarding skill and work priorities pertaining to work of different categories of workers. Big organizations prepare organizational charts and other employee information cards for this purpose.
- (iii) Study of work standards is necessary for the quality of workers required. It is indispensable for preparing job analysis which includes job specifications and job descriptions.

JOB ANALYSIS

Job analysis is a formal and detailed examination of jobs. It is a systematic investigation of the task, duties and responsibilities necessary to do a job.

Job analysis forms basis for later HR activities such as developing effective training program, selection of employees, setting up of performance standards and assessment of employees (performance appraisal) and employee remuneration system or compensation plan.



Job Description

Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipments to be used by a prospective worker and hazards involved in it.

Job Specification

Also known as employee specifications, a job specification is a written statement of educational qualifications, specific qualities, level of experience, physical, emotional, technical and communication skills required to perform a job, responsibilities involved in a job and other unusual sensory demands.

It also includes general health, mental health, intelligence, aptitude, memory, judgment, leadership skills, emotional ability, adaptability, flexibility, values and ethics, manners and creativity, etc.

UNIT 3

Training is the process for providing required skills to the employee for doing the job effectively, skillfully and qualitatively. **Training** of employees is not continuous, but it is periodical and given in specified time. Generally **training** will be given by an expert or professional in related field or job.

Training is required at every stage of work and for every person at work. To keep oneself updated with the fast changing technologies, concepts, values and environment, training plays a vital role. Training programmes are also necessary in any organisation for improving the quality of work of the employees at all levels. It is also required when a person is moved from one assignment to another of a different nature.

Training is that process by which the efficiency of the employees increases and develops. Training is a specialised knowledge which is required to perform a specific job.

- In the words of **Dale S. Beach**, "Training is the organised procedure by which people learn knowledge and improve skill for a definite purpose."
- In the words of **Michael J. Jucius**, "Training is a process by which the aptitudes, skills and abilities of employees to perform specific jobs are increased."
- According to **Edwin B. Flippo**, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job."

In simple words, to provide ability to the employee to perform a specific job is called training.

Importance of Training :

1. Optimum Utilization of Human Resources:

Human resources need to be polished and trained to enhance their potential. Training and development of employees helps to make the best use of the employee's overall worth to the organization.

2. Creating a Highly Skilled, Motivated and Enthusiastic Workforce:

The existing workforce is trained to increase their productivity, and motivated to contribute their best towards the organization. The employees will be more confident about themselves and enthusiastic about their job. They will adapt to technological changes and innovations more readily.

3. Increase Productivity:

Knowledge about usage of sophisticated machinery and new technology is imparted to employees which will enable them to use the equipment more efficiently and thereby increase productivity.

4. Build Team Spirit:

Training often takes place in groups where the trainees are encouraged to interact with each other and discuss organizational issues. This helps to create team spirit among the employees.

5. Healthy Work Environment:

Training and development programmes help to modify the thought and behaviour process of the employees in such a way that is conducive to building a healthy work environment.

6. Personal Growth of Employees:

Development programmes provide opportunities to the employees to enhance their skills and knowledge and help them to achieve better career growth.

7. Promote Learning Culture:

The employees are encouraged to continuously learn new concepts and update their talents. This helps to promote a learning culture within the organization which would greatly help in its future sustenance and growth.

8. Improve Employee Morale:

When employees are trained to become better performers, they feel a sense of accomplishment. They realize that they are effectively contributing towards organizational goals and thus get a morale boost

9. Better Managerial Skills:

Training and development programmes inspire the employees to think, plan, solve problems and take important decisions. This improves their managerial skills.

10. Reduce Employee Turnover:

A well trained employee will take more interest in his job and will be a more efficient worker. He will get more job satisfaction. People who love their jobs are more loyal towards the organization.