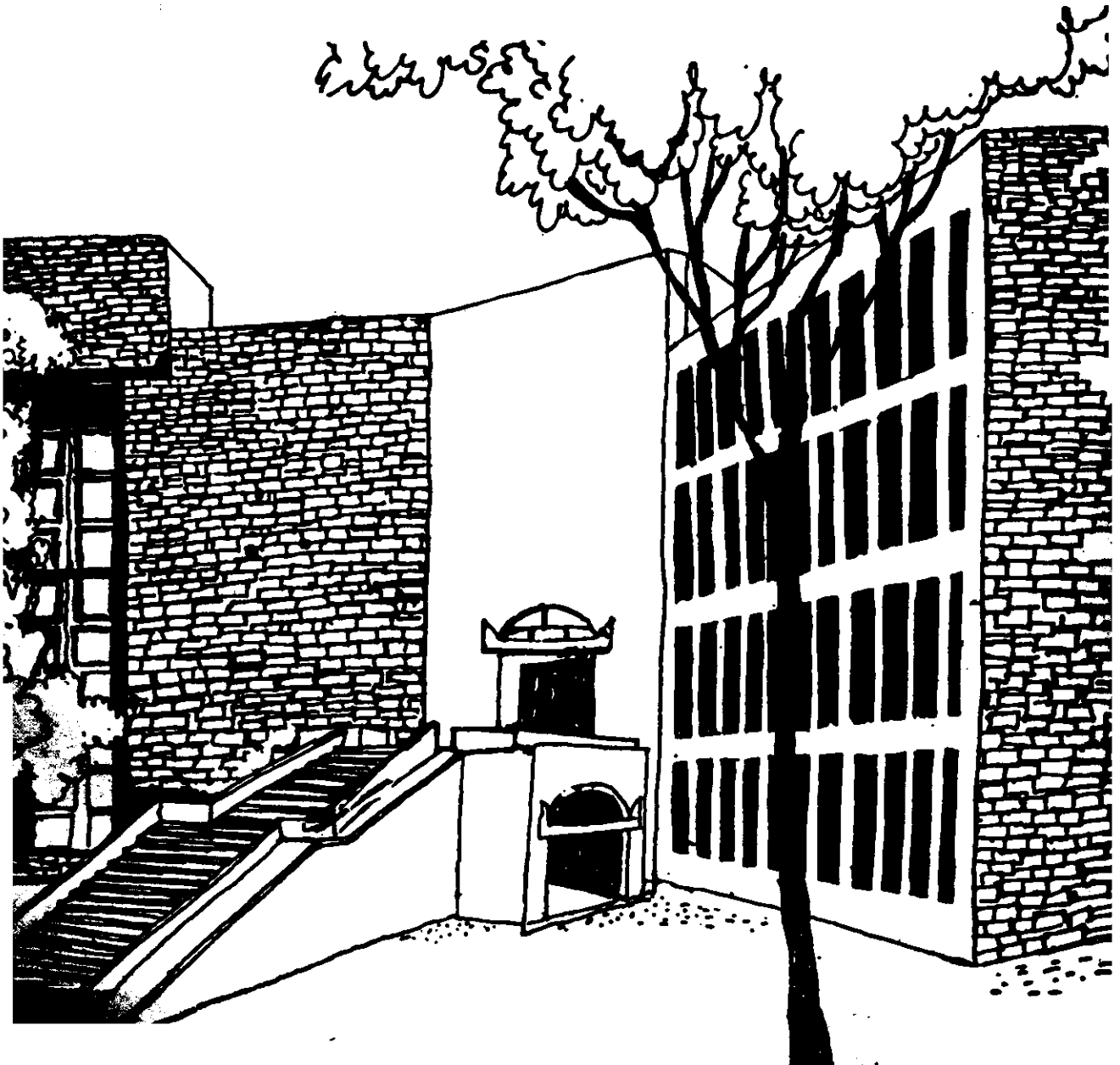


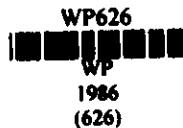
Working Paper



**STRATEGIES OF DEVELOPING HUMAN RESOURCES:
AN ANALYSIS OF EXPERIENCES FROM
FOURTEEN ORGANIZATIONS**

By

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STRATEGIES OF DEVELOPING HUMAN RESOURCES:

An Analysis of Experiences from Fourteen Organizations

Abstract

HRD function has got a good deal of attention in the recent past and is continuing to get more. The instruments of HRD are many. The HRD instruments should lead to the generation of HRD processes like role clarity, performance planning, development climate, risk-taking, dynamism, etc. in employees. Such HRD process should result in more competent, satisfied and committed people that would make the organization grow by contributing their best to it. Such HRD outcomes influence the organizational effectiveness. A model explaining the linkages between HRD instruments, processes, outcomes and organizational effectiveness is presented.

Experiences of seven public sector and seven private sector organizations (BHEL, BHEL, Bank of Baroda, Crompton Greaves, Jyoti, Indian Oil Corporation, L&T, L&T-ECC, SAIL, State Bank of India, State Bank of Patiala, Sundaram Fasteners, TVS Iyengar & Sons and Voltas) were analysed against this model. The analysis suggests that new HRD departments, performance appraisals, role analysis and OD exercises have been the most frequently used HRD instruments. Using external consultants as well as internal task forces consisting of line managers, company-wide education of line managers and top managements' participation in the change process are most commonly observed in these organizations. However, very little evidence is available about the impact of the HRD instruments in terms of developing a HRD culture and HRD outcomes. It is argued that in the absence of a demonstration of such a linkage HRD becomes a matter of philosophy and faith. HRD departments have a complex role to play as even theoretically the links between HRD and organizational effectiveness are not easily demonstrable. HRD departments and top management should recognize this and accordingly plan their future strategies.

STRATEGIES OF DEVELOPING HUMAN RESOURCES
An Analysis of Experiences from Fourteen
Organizations

HRD has come to stay. Its importance is being recognised every where for building organizations, institutions as well as the nation.

In the organizational context HRD "... is a process by which the employees of an organization are helped in a continuous, and planned way, to:

- 1) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles;
- 2) develop their general capabilities as individuals and discover and exploit their own inner potentials for their own and/or organizational development purposes;
- 3) develop an organizational culture in which supervisor-subordinate relationships, team work, and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees."

In short, HRD aims at helping people to acquire competencies. The process of acquisition can be facilitated by HRD mechanisms (instruments or subsystems) like performance appraisal, training, OD, feedback and

counselling, career development, potential development, job-rotation and rewards.

The development process can also be facilitated by creating a development climate. Such a development climate can be considered as consisting of a culture in which:

- 1) Employees are action-oriented, willing to take initiative and show a high degree of proactivity (proactivity).
- 2) Employees feel free to express their ideas and the organization is willing to take risks and experiment with new ideas and new ways of doing things (openness and risk-taking).
- 3) Employees collaborate with each other and have a feeling of belonging to the same family and working for a common cause (collaboration).
- 4) Employees, departments and groups trust each other (trust) and can be relied upon to 'do' whatever they say they will do (authenticity).
- 5) Employees face problems and issues squarely without hiding them or avoiding them for fear of hurting each other (confrontation).
- 6) Employees have some freedom to act independently within the boundaries imposed by their role/job (autonomy).
- 7) Employees are continuously helped to acquire new competencies through a process of performance planning, feedback, training,

periodic review of performance and assessment of the developmental needs and creation of development opportunities through training, job-rotation, responsibility redefinition and such other mechanisms (general development climate).

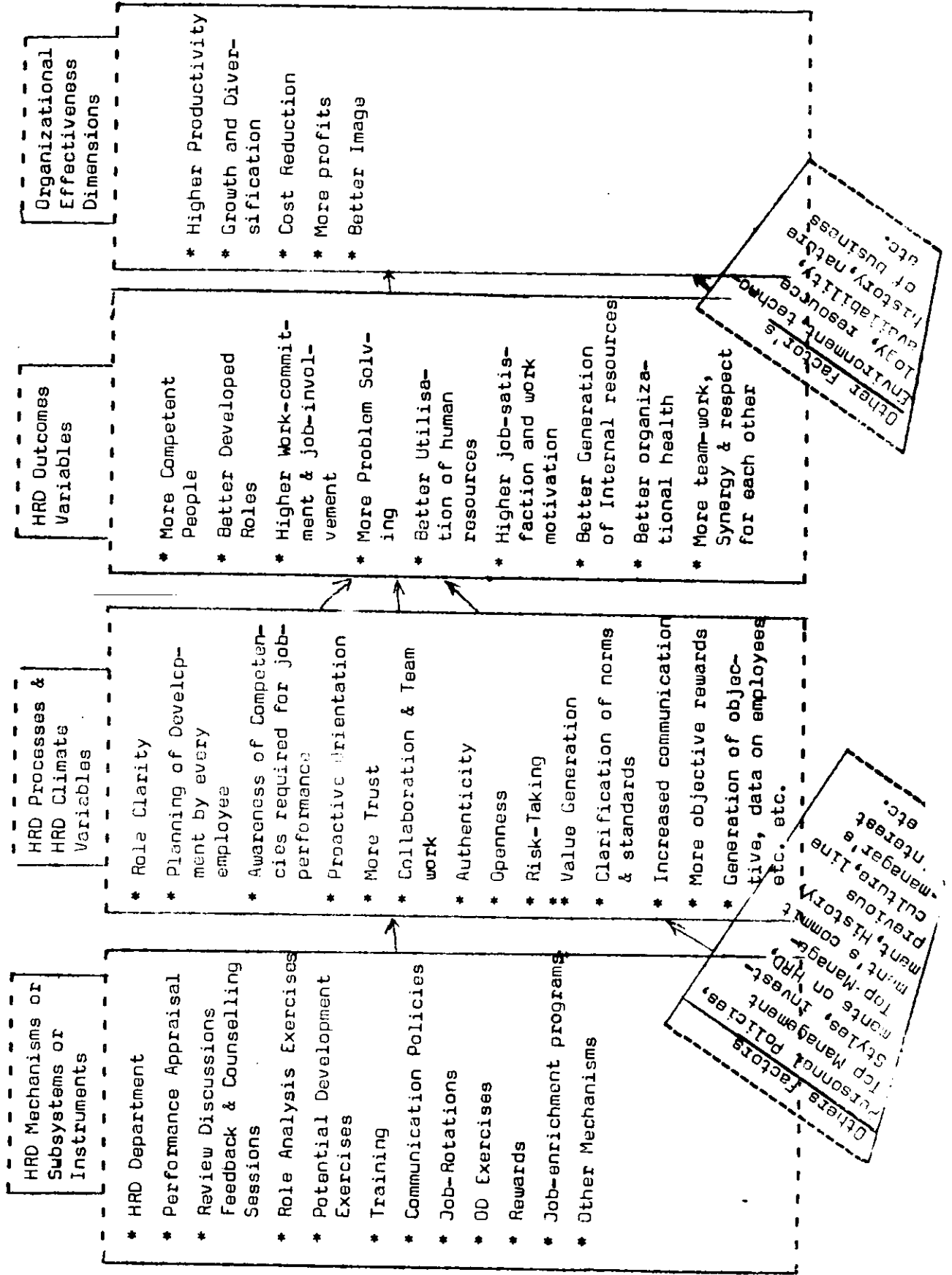
Any organization that would like to be dynamic and growth-oriented can do so only by making its employees competent, dynamic and growth-oriented. Competence and dynamism of employees results only when the organization has a development climate and HRD processes internalised. The initiation, development and internalisation of HRD processes is possible through HRD mechanisms and subsystems.

HRD and Organizational Effectiveness

The interrelationships between HRD instruments, processes, outcomes and organizational effectiveness is presented schematically in Figure 1.

Figure 1 presents illustrative lists of HRD Mechanisms, Process Variables, Process Outcomes and Organizational Effectiveness dimensions. As shown in the figure the organizational effectiveness depends on a number of variables like environment, technology, competitors etc. However, other things being the same an organization that has competent, satisfied, committed and dynamic people is likely to do better than an organization that scores low on these HRD outcome variables. Similarly an organization that has better HRD climate and processes is likely to be more effective than an organization that does not have them. This is

A Schematic Presentation of Linkages Between HRD Instruments, Processes, Outcomes and Organizational Effectiveness



because a number of HRD processes simultaneously operating in an organization should normally result in the HRD outcomes mentioned in box 3 of Figure 1.

The HRD processes and outcomes are separated in the Figure to bring out sharply the following:

1. HRD outcomes are a few whereas processes are many (what is provided in box 2 of Figure 1 is only an illustrative list).
2. HRD processes operating simultaneously effect the outcomes.
3. HRD outcomes variables are a step closer to organizational effectiveness than the process variables. For example, better communication, role clarity, performance planning, trust, collaboration, openness can be considered as more remotely related to organization effectiveness than variables like having competent, dynamic, satisfied and committed employees.
4. If the HRD outcomes are not present in an organization at a satisfactory level, then one needs to question the adequacy (qualitative and quantitative) of the HRD processes in that organization.
5. HRD outcomes mentioned in the figure provide the Raison d'être for HRD processes.

The linkages between HRD outcomes and organizational effectiveness are not easily demonstrable due to the influence of several other variables in determining productivity. For example, researches conducted in the past studying the relationships between job-satisfaction and productivity,

organizational health and productivity have not shown any consistent results. This has an implication for the Chief Executives, unit heads, line managers and HRD managers interested in HRD. They have to make efforts to promote HRD processes and culture in their organizations as a matter of "faith" or "philosophy" and not look for demonstrable outcomes in terms of organizational effectiveness. They should atleast be able to believe that their organizations are not likely to be effective for sustained periods without the HRD processes and outcomes howsoever facilitating the other factors (environment, technology, market monopoly, etc.) may be.

Another set of relationships shown in Figure 1 deserve attention. This is the relationship between boxes 1 and 2 i.e. HRD Mechanisms and HRD processes. HRD mechanisms like performance appraisal, training, OD interventions counselling etc. are 'systemic' interventions an organization can make to set into motion or to develop the desired HRD processes and outcomes. However, mere introduction of HRD mechanisms and HRD departments do not automatically result in the development of HRD climate or HRD processes. There are organizations in our country to day that claim that they have been able to generate a good HRD climate and outcomes without having any formalised HRD mechanisms. It is possible to have a HRD culture without having a HRD department or without using any HRD systems. That requires good leadership at the top, vision and building of HRD values from the inception of an organization. Such HRD values may have been promoted in the past by visionaires and institution builders.

In this era of Professional Management where Managers as well as Chief Executives are being professionally developed, systemic interventions is the only way to develop and institutionalise processes and a new culture. HRD processes and climate cannot be developed in any simple way in organizations that are already in existence and have already evolved a way of life. Process changes can be brought in through systemic interventions faster if the interventions are designed properly, taken seriously and are monitored constantly. Design of the systems should be based on a clarity of processes. In sum, the following can be postulated about the linkages between HRD mechanisms and processes:

1. HRD departments and HRD mechanisms are useful instruments for initiating and strengthening development processes and culture and achieving HRD outcomes.
2. HRD mechanisms and subsystems should be designed keeping in view the HRD process and culture to be achieved.
3. These mechanisms should be periodically reviewed to examine whether they are facilitating the institution of HRD processes and culture or not and whether the mechanisms should suitably be changed.
4. Irrespective of how well the mechanisms are designed and implemented, if the top management does not have commitment to HRD and communicates such commitment to all employees, the HRD mechanisms may become mere rituals resulting in wastage of managerial time rather than leading to the development of HRD processes.

5. Even when the HRD mechanisms are well designed, the top management is committed and the implementation process is well monitored generation and internalisation of HRD processes and culture is a slow process and may take some years.

In view of these the HRD managers have a complex role to perform. In order to make an impact the HRD manager should:

1. be a person with a high degree of commitment to HRD and HRD philosophy;
2. have a high degree of perseverance;
3. be closer to the chief executive and be able to get and communicate the top management's commitment to employees;
4. be given enough time (a minimum of 5 years) to work as HRD manager without being transferred.

In addition, the top management should be sensitive to the organizational processes and be able to perceive the incremental changes occurring in the development climate of the organization.

HRD Experiences of 14 Organizations

The experiences of 14 different organizations (7 public sector and 7 private sector) are analysed below using the framework of HRD linkages with organizational effectiveness. All these organizations are large organizations and may be considered as organizations that are doing reasonably well in the recent past. The criteria for inclusion of these organizations

here are:

1. Recognition of the importance of HRD by these organizations as indicated by (a) the establishment of a HRD Department; or (b) creation of a new role for managing the HRD function, or (c) investments made for initiating unconventional HRD mechanisms (any mechanism other than training) or (d) adoption of an integrated HRD system.
2. Availability of published literature and/or involvement of the author as a HRD consultant.*

A brief description of the HRD in each of these companies is presented below. This is followed by the analysis.

Larsen and Toubro Ltd. (L&T)

L&T is probably the first organization in India to introduce an integrated HRD system. The HRD system was suggested by consultants while they were looking at the performance appraisal system for officers. The consultants felt that a development oriented performance appraisal system may not achieve development objectives unless accompanied by other sub-systems like potential appraisal, employee counselling, career planning and development, training and OD. HRDS was introduced by L&T in the year 1975 with the introduction of Performance Appraisal and Feedback and Counselling sub-systems. A high level task force was constituted to implement the HRD system. The task force functioned upto the year 1979. L&T had a strong training department which was conducting a large number of training programmes and occasional OD exercises prior to this. These were further strengthened with

* See notes and References at the end for sources of data.

the introduction of HRDS by linking training with performance appraisals and by stepping up OD activities. The starting of the HRDS was also marked by the bifurcation of the Personnel Department into Personnel and HRD Departments. The critical attributes required for various jobs were also identified but a potential appraisal system is yet to be finalised.

Crompton Greaves Ltd. (CGL)

CGL started thinking about introducing HRD systems in 1979-80 when an ambitious expansion and diversification programme was launched. Through a series of seminars using external consultants and internal Human Resources Department, a climate was created where managers started looking forward for HRD interventions. Decision to introduce HRD systems in a systematic way was taken by the top management after a presentation to the top management to am details of such a system. A high level HRD task force was constituted to implement the HRD system. The task force identified Role Analysis, Performance Appraisal and Counselling as priority areas. By 1986 a number of role analysis exercises were completed bringing about increased clarity of roles through the use of role set groups. The role analysis exercises were extensive and involved several top management teams. A new performance appraisal system with considerable emphasis on team work was evolved. Performance counselling was also introduced independent of appraisal. Potential development exercises using in-basket exercises are also being tried out.

L&T Construction Group (ECC)

With phenomenal growth in its business in the seventies and stiff competition in the Indian and international market, the Engineering and Construction Corporation Ltd. wanted to reorganise itself to meet the new challenges and opportunities. An external consultant was used to look into the organisation and suggest changes. As a part of his report he also suggested the use of OD interventions to maintain organisational health, aid the process of change and increase role effectiveness. The OD process was started in 1983 with a diagnostic study with the help of an OD consultant. A group of senior executives was formed into an OD group to design and implement OD interventions with the help of the OD consultant. Role analysis exercises were conducted initially to bring about more role clarity the need for which was indicated by the diagnostic study. The role analysis exercises also resulted in building the OD group as a team. The OD group identified several issues facing the company, prioritised them and formed task forces to work on these issues. One of the issues identified on a priority basis was performance appraisal. Another was on reward systems. As a result of the OD interventions a new appraisal system called as performance analysis and development system has been developed and is being implemented.

Jyoti Ltd.

HRD function in Jyoti was started in 1980 in a modest way with the appointment of a HRD Manager. The function was started to catalyse and facilitate the realisation of the best human potential for individual joy and organi-

sational effectiveness. The HRD effort in early years resulted in attempts to redesign the performance appraisal systems. These efforts did not result in any changes due to problems of acceptance. It was only in 1983 renewed efforts were made by the new HRD manager to introduce various HRD subsystems and processes. Conducting in-house programmes to develop competencies of individuals, instrument based feedback and counselling for executives, organisational diagnosis and OD interventions, redesigning performance appraisal systems using participative processes etc. are some of the HRD activities introduced. As there was a change in organisational structure of the company in 1983, the HRD department used the opportunity to initiate OD activities in some parts of the organisation. A series of OD exercises were organised to improve individual, interpersonal and team effectiveness.

TVS Iyengar & Sons

TVS & Sons has a long tradition of being an organization with concern for its employees. With changing environment by late seventies TVS & Sons started facing a highly competitive environment. To meet the challenges of the changing environment higher level competencies needed to be developed in the supervisory and managerial staff. Recognising this need the company took a decision to divide the personnel function into personnel administration and HRD and started a HRD department in 1983. The department was charged with the responsibility to encourage excellence, to create an organisational climate where employees will strive towards better performance, to maintain fairness and justice and to develop problem

prevention competencies. The HRD department was given the functions of manpower planning, job-rotation, training, potential appraisal, career planning, job enrichment, suggestion schemes, liberal education, personnel research and organisational analysis, attitude surveys and reports, control and long range planning. After the department was established, a new development-oriented performance appraisal system was introduced, training activities were systematised and manpower planning is being done to prepare the organisation for a better future.

Voltas Limited

The top management of Voltas always believed that their people are their strength. This belief has been brought to focus in the last few years through mechanisms like performance appraisal, counselling, management development, communication policy, potential appraisals, training etc. Voltas did not have a department separately for HRD apart from their training and manpower development unit which was a part of the Personnel Department. However, HRD culture was attempted to be brought in the company in a variety of ways. In 1977 itself while reviewing the reasons for its poor performance the Managing Director identified the inadequate attention paid to the development of human resources as one of the reasons. In order to ensure development of human relations and generate a healthy organizational climate a communication policy was evolved. This policy aimed at wider participation in decision-making, openness and regular flow of information. Voltas have revised their performance appraisal systems from time to time. In 1982-83 they redesigned the managerial appraisal

system focussing it much more sharply than before on management development. It had multiple objectives of strengthening managers as individuals, developing them for higher level positions, strengthening working relationships, providing a basis for OD exercises and increasing accountability. Voltas also have a strong base in training and OD.

Sundaram Fasteners Ltd. (SFL)

SFL is a member of the TVS group of companies. Started its manufacturing operations in 1966 they diversified into Cold Extrusion in 1976. They opened a second fastener plant in 1981. In 1983 they further diversified into manufacturing Powder Metal Products with German collaboration. Their sales turn-over raised from Rs.4 crores in 1977-78 to Rs.27 crores in 1984-85. This steep growth in a short period from a single product in a single location to a multiproduct, multi-location company necessitated a need for HRD in the company. The multi-location produced a depletion in trained manpower and consequent problems and gaps at various levels. The HRD department is placed in the Corporate Planning & Development Wing. The HRD unit started working on organisational structure (focussing on clarifying reporting relationships, outlining key responsibility areas), manpower planning, recruitment, placement, development-oriented performance appraisal system, training and development, rewards, and career planning. For introducing the new appraisal system, extensive research was done, a new system was evolved, experimented and finally adopted after conducting orientation programmes. The Chairman & Managing Director also participated in these workshops to communicate the top management's interest. Training

needs were identified through PAS and the training function was strengthened. SFL is working on the other mechanisms simultaneously.

Bharat Earth Movers Limited (BEML)

BEML is one of the few public sector undertakings that have shown consistently steady and fast growth in the last 15 years. During 1976-77 the top management decided to reorganise BEML to grow at a much faster pace. External consultants were engaged to assist the company in long term planning and reorganisation. The consultants with the help of a high level internal task force suggested a new organisational structure. Along with the new structure, they recommended the introduction of a HRD system to develop the competencies of the BEML staff. In 1978 the Personnel Department was upgraded with a General Manager in-charge of it and renamed as Human Resources Department. A Director level position was also created. An Advisor at the General Manager level was also hired to implement the HRD system in the company. A development-oriented Performance Appraisal, Performance Counselling, training, career development, and potential appraisal exercises were initiated in 1978 and 1979. The appraisal system was modified subsequently over a period of time and the training function was strengthened.

OD in BHEL, Bhopal

BHEL, Bhopal maintained a constant upward trend of production from 1972-73

till 1976-77. In 1977 there was a sudden dip in production which caused considerable concern to the management. In September 1976 a Human Resource Committee (HRC) was formed with the Executive Director, GMs and Deputy GMs as members. A problem-identification workshop was held in 1976. An OD department was also created in 1981. Starting from this a number of OD interventions have been made by the OD department using internal task forces as well as external consultants. These include: Management Employee Communication Meetings, Team Building programmes, survey feedback on Organizational Health and Motivational climate etc. The company is in the process of introducing a new performance appraisal system.

Bank of Baroda (BOB)

The HRD Department in Bank of Baroda was established in the year 1978 as a part of the Personnel Department. The need for a separate HRD department to look after manpower planning, training and performance appraisals was suggested by a consultant appointed by the Bank to suggest mechanisms to strengthen the Head Office. After its establishment the HRD department brought about major changes in the appraisal system and developed through a participative process a development-oriented appraisal system for officers. The Employee Performance Review System (EPRS) was finalised using top level committees and top management support. Self-review, performance review discussions, identification of constraints, developmental decisions on the basis of self-appraisal and review are some of the components of the new system. The HRD department also enriched the training function and prepared eventually a skills inventory covering about 10,000 employees for use for various Human Resource Decisions. In the

first year of implementation of EPRS itself the HRD department made 72 interventions towards development decisions. Officers were trained in the new system through 65 seminars. The EPRS is reviewed periodically to make further improvements.

State Bank of India (SBI)

A decision to introduce HRD system was taken at a workshop attended by the Chairman of the SBI and the Managing Directors of SBI and its associates. The workshop was addressed by an external consultant who explained the HRD philosophy. The associate banks appointed HRD managers subsequently but could not make much head way except designing a new appraisal format common for all associate banks and conducting periodic surveys of motivational climate. It was only in 1979 when the SBI appointed a Chief General Manager Personnel & HRD and a Chief Officer HRD at the Central Office, the HRD started gaining momentum in the SBI. Simultaneously HRD departments were started and HRD managers appointed in different circles of the SBI. The HRD efforts started with introducing a new development-oriented performance appraisal system. Given the size of the organization with about 40,000 officers to be covered, introduction of the new appraisal system has to be based on adequate experimentation with the new system and orientation of all staff to the philosophy and objectives of the new system. After about 5 years of experimentation and evolution the new appraisal system was formally introduced by the bank in 1986. The HRD department of the SBI also started ^{working} simultaneously from 1979 on other sub-systems of HRD like, job-rotation, training, OD, career development, feedback and counselling sub-systems.

State Bank of Patiala (SBP)

HRD department was started in the State Bank of Patiala in 1976. It had the objective of developing systems for developing and harnessing the talents of people and meet the challenging expectations of the community. In the early years the HRD activities were limited to training and survey feedback. In early eighties the department started playing an important role under the leadership of an MD who strongly believed in developing human resources . The training system was streamlined, a job rotation programme was undertaken, OD work aiming at team development was initiated in some branches, and a new performance appraisal system is being evolved. The bank also worked out a human resources information system which was used for career planning and manpower planning. Periodic surveys of HRD climate are being conducted.

Indian Oil Corporation (IOC)

IOC has about 31,000 employees and a fifth of them are officers. Beginning from 1964 the company had grown big in size and started experiencing problems like communications and logistics with indications of some degree of alienation in its employees. As the environment also is fast changing, the company felt the need for an examination of its organizational health and self-renewal. To meet this need the corporation started two new functions: corporate planning for carrying out environment scanning and resource audit to decide strategic options and HRD to prepare the organization to implement the strategic options. The HRD Department was established in June

1983 with the task of designing a comprehensive HRD systems and implementing them. The HRD department's work began by the Chief HRD Manager conducting a role analysis exercise in the context of the HRD needs of the divisions. The department also conducted a series of workshops with the top management and senior executives to evolve and clarify the role of the HRD Department. Assistance of an external consultant was also taken to facilitate the implementation of HRD. In 1984 HRD departments were set up in Refineries and Pipelines division and Marketing Headquarters and a seminar was conducted to develop HRD personnel to take up HRD tasks. A series of workshops were conducted to create a positive climate in the company for implementing HRD. Along with this surveys were conducted to measure the organizational climate. Role analysis exercises were conducted to bring about role clarity. The role set based approach was used for this purpose. Key Performance areas and critical attributes associated with each focal role also were worked out. The progress of implementation of HRD was being fed to the Board periodically and the Board keeps taking decisions. For example in 1985 on the basis of progress the Board decided to set up HRD departments in each unit of Refineries and Pipelines division and in each region of marketing division. A 3-week intensive programme was offered for all HRD staff. About 40 workshops were conducted upto mid-1986 to enhance the HRD competencies of HRD and line managers.

Steel Authority of India Limited (SAIL)

SAIL is the biggest industrial company with assets worth about Rs.6,000 crores and employees numbering to about 250,000. After the new Chairman took over in 1985, in his diagnostic efforts he found that SAIL's manpower is its biggest strength but it has not been put to use. He got a feeling that SAIL has become a routine organization and its image could be far better than what it is and its employees can do a lot more than what they were doing to have an impact on the country's economy. He initiated a series of internal discussions involving a large number of executives to reflect and work out priorities for action. This internal mobilization of human resources led to the identification of priorities which included the improvements in work culture, capacity utilisation, productivity, control of cost and customer services. Work culture was sought to be improved through team work, information sharing, human touch, job-enrichment, discipline, operational consistency and development of employees. The 'priorities for Action' became a kind of an OD intervention to bring about a new culture in the organisation. A new performance appraisal system that has simultaneously development and differentiation of performance as objectives was designed. The new appraisal system is very much of a HRD oriented system requiring officers to identify tasks and targets every year, anticipate constraints, plan actions to overcome them, review performance, identify developmental needs and counsel poor performers to help them develop. Thus without bringing in any structural changes like adding new departments SAIL is set off to evolve a new culture that values human beings at work.

HRD Instruments and Subsystems

General observations are made below on the basis of an analysis of HRD experiences of these 14 companies.

Need for new HRD Instruments

From an analysis of the HRD experiences of these companies, the source of inspiration for introducing new HRD systems seem to come from one or more of the following:

1. To support the structural and strategic changes made by the organization to orchestrate its growth and expansion (BHEL, IOC, SBI, L & T - ECC, Jyoti , CGL, TVS, Voltas, SFL, BOB)
2. Recognition by the top management of the importance of HRD and their responsibility to promote it for the good of the organization (L&T, SBI, SBP, and Voltas)
3. To prepare employees to respond to the increasing problems faced by the organization both internally (dissatisfaction, delays, fall in productivity etc.) and externally (high competition and falling market situation etc.) (IOC, BHEL, TVS, and SAIL)
4. To keep the image of the company up by adding such modern instruments to its structure (none of the 14)

From this it may be concluded that most companies seem to perceive HRD as an instrument to orchestrate the growth of the organization by preparing its people to work for or facilitate such growth or atleast to maintain internal stability.

Operating Mode

Having decided to strengthen the HRD function, how does one go about doing it? There are many ways of doing it. These include:

- (i) Using the existing Personnel Departments (SAIL).
- (ii) Strengthening the personnel department by equipping them with new competencies (Voltas, CGL).
- (iii) Training all managers and making them recognise their role in HRD without adding any new department or roles.
- (iv) Adding the HRD role to the other roles of the Chief Executive or some top level managers.
- (v) Using task-forces; (SAIL, partially SBI, BEML, BHEL, L&T, ECC, CGL).
- (vi) Setting up HRD departments or equivalents (IOC, SBI, SBP, BEML, BHEL, L&T, ECC, Jyoti, TVS, BUB, SFL).
- (vii) Creating a new role of HRD managers, or
- (viii) Combinations of the above and more.

The most frequently used mode seems to be by setting up a new HRD department. Only Voltas, SAIL and CGL seems to be exceptions. These organizations have not set up any new HRD departments but enriched the existing ones (for example, in the case of Voltas the manpower development unit was given HRD role). All others have set up either HRD departments or OD units. Of the fourteen companies, only three choose the operating mode of using the existing personnel departments for HRD work. The only organization that did not make any substantial changes in the structure of their personnel department is SAIL. But by the time SAIL started working

on the new appraisal system and priorities for action (an OD intervention) they already had a strong Personnel Department with HRD orientations at every level. They even had OD managers and fairly good training centres. On the top of it the Chairman himself is a person with a HRD philosophy. It is only when such favourable conditions exist, using the existing personnel departments seem to be a viable operating mode for initiating HRD activities.

Use of task-forces appears to be another effective way of implementing HRD activities. More than 50% of the organizations seems to use task-forces for implementing HRD. In L&T, ECC, CGL, BEML, BHEL, SAIL implementation task-forces have played an important role in designing and monitoring the implementation. The task-forces consisted mostly of senior level line managers.

From the experiences of these organization it may be concluded that having a new function called HRD added to the company by setting up a new HRD department, or having a HRD manager in-charge of it and using task-forces consisting of line managers for implementation appear to be most commonly used strategies. It may be noted here that using internal task-forces has been found to be a useful strategy for bringing about organisational change using performance appraisals (See Butler and Yorks, 1984).

Integrating Role

The creation of a new HRD department or new function of HRD can be called as a step in the direction of "differentiation" using the model of Lawrence and Lorsch (1967). When such differentiation of tasks and functions is

made there is also a need to have integrating mechanisms. An analysis of the experiences of those organizations that have set up new HRD departments indicates that a senior corporate level executive dealing with personnel function of the entire company seems to have been assigned the integrating role to play. In Voltas, SAIL and CGL, where there is no separate HRD department or functionary the need for integration is much less as HRD is an integral part of the HR function. In other organizations normally a corporate Director or General Manager seems to play that role. In IOC it is the Director Personnel who plays the role as both HRD and personnel departments report to him. In SBI it is the Chief General Manager Personnel and HRD as well as the Deputy Managing Director Personnel who integrate. In SBB it is the General Manager Planning and the MD himself. In BEML it is the GM Human Resources and Director Personnel. In L&T it is the Vice-President Personnel and OD. In Jyoti the Executive Director himself performs this role. In Bank of Baroda it is the DGM Personnel. In L&T ECC the DGM Personnel and OD reports to the MD. Thus the integrating function seems to lie with a top level manager. This could be an advantage as well as a disadvantage for HRD. The advantage is that the HRD functionaires have access to the top. The disadvantage is that if the top manager does not understand or believe in HRD, he may not pay any attention to it and kill the function.

Facilitation of Change by External Agents

By and large commercial organizations tend to initiate change processes only if they find the change as needed or useful for achieving their goals. However, external consultants seems to play an important role in identifying

the nature of change required and providing directions. Out of the 14 organizations more than 50% had external consultants suggest HRD function to be initiated. For example in BEML it was recommended as a part of reorganization for expansion. In State Bank of India and its associates it was a session on HRD led by an external consultant that stimulated thinking and subsequently made a part of reorganisation recommended by consultants. L&T used consultants to review the performance appraisal system but the consultants felt the need to have an integrated HRD. In ECC the personnel function was strengthened as suggested by consultants.

Another interesting point to note is that most of the organisations have used or are using external consultants to facilitate the process of implementation. The only exceptions seem to be Bank of Baroda, Voltas and Sundaram Fasteners.

The following appears to be the nature of involvement of external consultants in implementing HRD:

1. Designing and/or detailing HRD systems or subsystems (IOC, SBI, BEML, L&T, ECC, BOB).
2. Experimental tryout of a system or subsystem in the organization or a part of it (IOC, BEML, SBI and ECC. In IOC role analysis was attempted in action research project areas. In BEML the new appraisal system was tried out in 1978 experimentally in two departments and then in the entire company. SBI's performance appraisal was experimented in Ahmedabad circle before it was implemented).
3. Training of internal change agents or resource persons (IOC, SBI, SBP, BEML, BHEL, L&T, ECC, CGL and SAIL). In large organisations

involving several hundreds of officers to be covered, orientation of the executives to the new HRD philosophy appears as the most important first step. Since every one cannot be oriented by outside consultants training and using internal resources seem to be useful in implementing. For example in SAIL, the first phase of the new appraisal system required the training of about 8,000 officers and in State Bank of India the system was to cover nearly 35,000 officers spread all over the country, in L&T it was about 1,200, in BEML about 1,500 and ECC about 700. Hence groups of internal resource persons were trained to implement it. External consultants were used to train the internal resources.

4. Designing systems of monitoring the implementation (BEML, L&T, ECC, BHEL, SAIL). Very few organizations seem to have used outside help for monitoring the implementation. Even in BEML, ECC, L&T and SAIL the monitoring systems were limited to task forces. In BEML a series of questionnaires were used to monitor the implementation in the first year. L&T is the only company that used heavily internal monitoring systems and occasionally external consultants to review the implementation. In BHEL as the OD exercises require follow-up, monitoring was better. In addition periodic surveys of organizational health were used for monitoring.
5. Periodic Reviews of the Subsystems (L&T). L&T is the only organization that used external consultants for periodic review of the HRD System once it was implemented. Initially it was reviewed by the very consultants who designed it and subsequently by another consultant subscribing equally to HRD philosophy and who has been working

with the company. In no other case was an external consultant used for a systematic review. Internal task forces, review meetings etc. are in-built into the system of implementation but a thorough and systematic review by external agents once in 5 years may facilitate self-renewal of HRD systems.

Initiating Strategies and Emphases

As presented in the model earlier HRD aims at bringing a change in the organizational culture to facilitate the development & utilisation of people. Such a change is a continuous process and may take place incrementally. In order to fasten this process and institutionalise the new culture it is important to choose appropriate instruments. A decade ago 'Performance Appraisal' was perceived as a potential instrument for bringing about such changes in perceivable magnitude. L&T started their HRD system with this belief and therefore, focussed on Performance Appraisal subsystem from the year 1975. BEML, SBI, BOB, Jyoti, TVS, CGL, Voltas, SAIL and SFL are other examples of initiating the new HRD function with emphasis on performance appraisal. However, without exception all these organizations simultaneously started working on other supporting subsystems. For example L&T further strengthened their training system and linked it up with appraisals and simultaneously started critical attribute identification. BEML also strengthened their training, initiated some OD exercises (which discontinued later) and improved their career planning and development practices. SBI also introduced OD exercises and trained their staff in some circles as OD facilitators, systematised manpower planning, strengthened training and also initiated job-rotation exercises.

BOB also started working on manpower planning and skills inventory and also linked it up with training to some degree. Jyoti after making a few abortive attempts to introduce new appraisals quickly switched over to OD interventions and training. SAIL started simultaneously working on priorities for action, career planning and promotion system and linked appraisal with promotion and other reward systems. CGL although started with performance appraisal were fast enough to recognise the complexities involved in developing and using appraisals. They shifted their focus simultaneously to role analysis and potential development exercises and also strengthened the training activities.

IOC is probably an exception. Making a strategic move they did not want to touch the appraisal system until a climate was created for officers. They wanted the officers to start thinking about appraisals and wanted the change to come from within. So their focus was on developing role clarity through identification of KPAs and critical attributes. In a way CGL's approach also comes closer to IOC's. Both these organizations probably learnt a few lessons from the experience of others that started with intensive work on Performance Appraisals.

The OD strategy of bringing about change was used by BHEL and ECC. SAIL and Jyoti come closer to this as both these emphasized OD type interventions along with or without change in appraisals. The OD strategy also seem to have paid some dividends as ECC was able to move on and strengthen several other subsystems. BHEL brought in change in the problem-solving abilities of their people through their OD interventions but have not been able to move on to use other mechanisms of developing their people.

From this analysis three strategies of initiating HRD subsystems emerge: Performance Appraisal based strategy, Role Analysis based strategy and OD approach. Performance appraisal based strategy seem to take time for its impact to be felt. Role Analysis and OD interventions may get somewhat more perceptible results in the short run. Irrespective of the initiating mechanism the organisation should be able to use other instruments simultaneously to have an impact. This may also have some synergistic effects on the development of employee capabilities.

Innovations in HRD Subsystems

The experiences of these 14 organisations also indicate some evidence of learning from each other, making modifications and evolving ones own systems to suit ones culture.

L&T is the first to start an integrated HRDS and L&T's HRD system has inspired several other organizations. After studying L&T's and other systems some of the organizations have evolved their own. For example in the appraisal systems used by these 14 organizations some of the development objectives and components are common. For example most of them have a self-appraisal, performance planning through some form of task identification and target setting, managerial qualities, performance review discussion or counselling and identification of training needs (e.g. L&T, SAIL, SBI, BEML, Voltas, ECC, SFL, etc.). ECC which became a part of L&T a few years ago developed a system somewhat different from L&T. While developing the new system they learnt from the experiences of the parent company. The system is titled as 'Performance Analysis and Development System' and not

an appraisal system. Some of the organizations have preferred to use the term performance review discussions rather than calling them "Performance Counselling" sessions. This is because they found that the term "Counselling" itself had negative connotations in the minds of managers (e.g. ECC, SFL, SAIL, etc.). SFL has even introduced a third party (a representative of HRD department) presence in the review discussions.

Similarly SBI and SBP introduced many innovations in their OD efforts. For example their manager-to-messenger programme is a step in this direction. In this programme a higher officer visits a branch and meets all the staff and spends a full day understanding their problems, and helping them to design action plans to solve their branch 's problems. This develops team spirit, branch-level problem solving, upward communication and a feeling of being cared for by the organisation. Another innovation made by SBI was to train a group of branch managers in some of the circles as OD facilitators. The assumption was after a group of branch managers are trained they can become internal OD consultants and any branch manager should be able to invite the OD trained branch manager to help improve his branch's effectiveness. In this process both of them learn and both the branches get benefit. It worked better in one place than in another. It did not work in those places where it was not pursued well by the circle management. Similarly introduction of branch level training by a mobile team of trainers and training budget preparation are two other interesting innovations introduced by SBI.

'Priorities for Action' is in itself a new model set up by SAIL. CGL did a thorough analysis of the factors that contribute to team spirit and

are in the process of incorporating the same in their appraisal system. Using simulation techniques like in-basket for potential development is another contribution by CGL. "Instrumented feedback" to develop managerial competencies has been attempted by L&T and BEML. New forms of reward management is also being thought of by some of these companies.

Orientation and Involvement of Line Managers

HRD systems and HRD culture is new to many organizations. Even if some organizations have already been having informal HRD mechanisms, strengthening the HRD processes requires an understanding and acceptance of HRD philosophy by the line managers. One of the ways of developing such an understanding is by letting it percolate from top management to down. This takes a long time. For quicker understanding and acceptance line managers need to be oriented. Recognising this most organisations seem to organise orientation workshops and seminars to help the line managers appreciate and develop the new philosophy. In some cases the orientation training was limited to the subsystem they are introducing and in other cases irrespective of the subsystem introduced a general HRD orientation seems to have been given to line managers. For example L&T oriented all their officers to the new HRD system and trained them more intensely on the new appraisal and counselling systems. BEML also followed the same strategy. SBI, however, limited its orientation programmes largely to the new appraisal system they were introducing although information relating to other systems used to be given. SBP evolved annual HRD conference as a method of orienting all senior staff to all aspects of HRD. ECC went on orienting their line managers to any new processes that was being evolved. The OD group consisting of all

senior managers were being oriented periodically through OD workshops organized every quarter. Of the 14 organisations there is no organisation that did not have orientation programmes organised for their line managers on some aspect of HRD or the other. This is a very healthy trend set by these organisations. Involvement and participation of line managers is very much in tune with the HRD philosophy.

Here it may be appropriate to point out a built in problem experienced by organizations. When an orientation workshop is conducted for line managers explaining them a new system, instrument or mechanism it raises their expectations. For example while introducing a new performance appraisal system, the normal tendency on the part of the organisation is to point out the disadvantages of the old system and the advantages of the new system. This raises expectations and high standards are set in the minds of line managers - they know ideally what should happen and keep looking for the ideal to happen. As a result it has been found that howsoever well a system is implemented, line managers are normally dissatisfied with HRD implementation. Organisations, HRD managers and top management should recognise this reality and not get too disappointed with the criticism and lack of appreciation from line managers. This makes the HRD manager's role complex and for that reason he needs a lot of support from top management.

Top Management's Involvement

The setting up and structuring of the HRD department is itself an indicator of the top managements' involvement. Most of the organizations described here have shown a high degree of involvement of the top management at one stage

or the other or atleast in one component or the other. In SAIL the Chairman took personal interest and attended most of the top level seminars on 'Priorities for Action.' The Director Personnel and the General Managers of different plants were involved in monitoring the implementation of the new appraisal system.

In L&T all the Vice-Presidents and General Managers used to periodically review the implementation. In ECC the MD himself participates in the QO sessions and programmes. In CGL the Managing Director himself chairs the HRD task force and allocates time for HRD Review in the quarterly performance review meetings held by the top management. In IOC the Board keeps reviewing progress of HRD implementation and keeps giving support to the HRD department. In Voltas the MD himself attends management conferences and ensures the implementation of the communication policy. In SBI periodic review meetings are held by the Chairman, MD and Dy. MD with the HRD staff. In SBP the MD himself monitors the annual HRD Conference. Thus it looks that in almost all the organisations analysed here there are indications of top managements' involvement and commitment.

However, there is a darker side of the picture. First of all in our culture if the top management is involved in implementing a system and the top management is transforable or they have time bound appointments the stabilisation of the system becomes difficult. Line managers may appear to follow the HRD processes to please the top management rather than out of their own conviction. In such cases as soon as the Chairman or MD changes some HRD practices may discontinue. Secondly when there is a change in top management, the normal tendency of Chief Executives on transferrable jobs or term appointments is

to undo what their predecessor has done by dismantling previous systems and adding his own. For example BEML started off in a big way but the system suffered a set back as BEML had its Chief Executives change in quick succession and some of them did not give themselves enough time to understand what their predecessors have done. They quickly changed from more development-orient appraisal system to less development-oriented system. In this process some times opportunistic line managers may transmit their prejudices to the new Chief Executive. Continued top management involvement is most essential for HRD systems to stabilise. For example, for stabilising the new culture associated with Performance Appraisal itself about 3-5 years of time may be required in an organisation with 500-1000 officers.

In this context training of the top management in the new systems and culture becomes very important. Only a few of the organizations have been able to recognise and implement this. For want of this, the top management support may weaken over a period of time as top level managers have many other things that can give tangible results to attend to.

Overview of HRD Instruments and Subsystems

A summary of the significant aspects of HRD implementation is given in Appendix 1. The appendix shows that the HRD function itself has been initiated in most organizations in the last few years only. Some of them are yet to make their presence felt. The appendix also reveals that no organization has yet introduced all the HRD mechanisms presented in Figure 1. Several organizations have just a few of these and even these are being evolved, or experimented with. Therefore, it is difficult to

conclude that any organization has a comprehensive and complete system of HRD. Probably L&T comes closer to having a comprehensive system and its synergistic effects are yet to be experienced by the company. Among the others SBI, SAIL, SFL, ECC, IOC, CGL, TVS, Voltas, SBP are on their way to having such comprehensive systems. There is a danger of these organisations taking a long enough time to dilute the spirit of HRD existing today, if they do not act fast. More vision, leadership and dynamism is required for implementing various subsystems and creating a culture.

HRD Processes and Outcomes

In the context of the HRD effects model presented earlier it is appropriate to look for an assessment of the extent to which HRD processes and outcomes have resulted from the HRD practices. As mentioned earlier, mere institution of HRD mechanisms may not result in HRD processes. A number of other variables may be affecting the HRD processes. Our analysis also has shown that some variables like top managements' commitment* appears to be fairly good and efforts were made in many cases to involve line managers. Given these conditions a fairly high degree of HRD culture and outcomes should be seen. One would look for evidence in terms of improved HRD climate or improved competencies, satisfaction and dynamism in employees.

* In a survey of the HRD practices of 53 organizations the most frequently mentioned strength of the HRD function was found to be the top management's support (Rao and Abraham, 1986).

A search for any evidence on these variables indicates that there is very little evidence of any attention having been paid even to the measurement of these variables. Organizations introducing HRD practices should have kept some measure of the HRD processes at the time of introducing HRD mechanisms and keep obtaining data periodically to monitor progress. The only instrument developed so far is the HRD climate Questionnaire by Rao and Abraham (1986). This Questionnaire measures the extent to which a development climate (openness, trust, collaboration, autonomy, authenticity, proactivity, fairness in appraisals, need-based training, risk-taking, guidance, development orientation in managing mistakes, general helpful nature of people, investments in employee development, creation of development opportunities etc.) exists in an organisation. The first version of this Questionnaire has 43 items measuring 43 HRD climate dimensions and a subsequent version reduces these to 38.

Administering this Questionnaire in 1983 December first and 1985 February later in State Bank of Patiala it was found that in 40 out of 43 dimensions HRD climate improved (Agarwal, 1986). SBP is probably the only organization that has collected data on HRD climate at two different points of time.

However, HRD Climate data are available for 6 of the 14 organizations (Voltas, Jyoti, SBI, L&T, CGL and SBP) from a survey of the HRD climate conducted by XLRI Centre for HRD in 1984 (Rao and Abraham, 1986, discusses details of this). An examination of the HRD climate existing in 1984 revealed that L&T and Voltas have a HRD Climate falling in the high range (around 60% on a 100 point scale) and the remaining four are in the middle range (around 50%). Between Voltas and L&T, Voltas scored less than

L&T. Infact L&T is one among the top few scorers on HRD Climate in 1984. All these companies may have improved much more in the last 2 years as their HRD mechanisms got more attention in the last 2 years. Only a repeat survey can give more insights. Some of these companies however have been collecting process data as a part of the monitoring. Perhaps L&T is one company that has been collecting the process development data systematically from time to time. These data do indicate that there has been a substantial strengthening of the HRD processes.* HRD outcome variables have not been studied.

BHEL, Bhopal also has been collecting data on organizational health periodically but the extent to which improvements have taken place is not known. In BHEL periodic surveys were conducted at the time of introducing the new system during 1978-79. For example after the first trial run of the new appraisal system 63% of the officers felt that they could communicate to their appraisees feelings of disappointments or happiness about their performance; 44% discovered areas where they can improve themselves and so on.

These kinds of evidence available can provide only a weak support to the fact that HRD mechanisms do lead to improvements in the development climate and development outcomes. One has to fall back on ones own conviction for supporting HRD instruments. As top managers of some organizations may not want to continue supporting HRD only on the basis of conviction, it is high time that the HRD managers and departments start maintaining profiles of

* Personal communication with Dr. D.F. Pereira.

HRD changes that are taking place in their organizations using periodic surveys and other methods. There is a great need to develop these indicators.

Organizational Effectiveness

Almost all the 14 organizations have done well in the last few years. A few of them have gone through or are still going through turbulent environment now and then but all of them stood strong. On the whole each organization has done well although to a varying degree. For example Larsen & Toubro, BHEL, ECC, BEML, SBI etc. have done exceedingly well in the last few years. The Chairmen of all these companies make it a point to acknowledge the contribution of their human resources. It may be presumptuous to say that HRD has largely contributed to the profits and growth of these companies. However, contributions of HRD cannot be ignored. For example, when the Chairman and President of L&T says that the success of L&T is due to the positive attitudes and dedicated efforts of its people, he means it. The extent to which HRD efforts contributed to such dedication and positive attitudes is not easily quantifiable but one believes that HRD efforts did play a significant role. To prove or disprove such relationships one has to imagine the organization without HRD department and mechanisms as well as discount the tendency of people to glorify the past and ridicule the present. What would have happened in SBI if it continued without introducing HRD (i.e. without the new appraisal system, manpower planning, skills inventory, orientation programmes, OD exercises, HRD

managers and the Chief Officer and CGM (P&HRD)?). Or what happened to Voltas if the top management did not have HRD orientation? Or what would have been the performance of SBP without all that emphasis on HRD between 1983 and 1986? How would ECC be if the UD efforts and other efforts triggered by it did not take place?

Answers to such questions are difficult to get scientifically and intuitive replies are reflections of one's own pygmalion!

Future Directions

The most neglected in this area are the line managers. The HRD effects will become visible and stronger only when the line managers start accepting and internalising their own role. The success of HRD will be the day when every employee sees himself as a developer of his subordinates. The HRD departments will not be needed when such a situation arises. In other words HRD people should work towards their dispensibility. We have a long way to go in this direction.

The second neglected area in HRD is the unionised categories of employees. The HRD for them also need to be attended fast as they are in large numbers and form the foundation of the organization. The nature of HRD instruments may have to be different. Organizations have neglected this so far. Part of the reason may be unions. But in an area like HRD the union leaders also have a role to play. For their members they should probably play the role HRD managers are playing today for supervisory staff and managers.

The HRD managers should assist the unions and promote the spirit of collaboration.

Thirdly there should be more research in this field to answer several of the questions raised earlier in this paper.

Notes and References

Notes: The following are the sources from where information on the HRD practices was obtained in addition to the author's personal experience of working with eight of the organizations.

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Appendix - 1

Introducing HRD Systems in 14 Organizations : Summary

Sr. No.	Organization	Operating Mode of HRD Function	Year of starting HRD	Integrating Role/ Mechanism	Reasons for starting HRD	Use of external consultant
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1.	BOML	Separate HRD Department	1978	General Manager/ Director Human Resources	Reorganisation and Planning for future	Yes
2.	BHEL	Separate OD Department	1981	Executive Director	Problem-solving and competency Development	Yes
3.	BOB	Separate HRD Department	1978	DCM Personnel	Strengthening Head Office	Yes
4.	CGL	Personnel & HRD Combined	1979	CM Personnel and MD as Chairman of HRD task-force	Preparation to meet challenges and for future	Yes
5.	Jyoti Ltd.	Separate HRD Department	1980	Executive Director	Preparation for better future	Yes
6.	IOC	Separate HRD Department in Chairman's Office and units	1983	Director Personnel	Problem-solving & meeting challenges of future	Yes
7.	L&T	Separate HRD Dept.	1975	Vice-President Personnel & OD	Change of Appraisal Systems and Recognition of importance	Yes

Use of inter- nal task force	Initiating Emphasis	Other sub-systems emphasized subsequently	Indicators of success
(8)	(9)	(10)	(11)
<u>BEML</u> Yes quite frequently	Performance Appraisal, Coun- selling, Training, OD	Training	Investment in Training increased
<u>BHEL</u> Yes	OD interventions, problem- solving workshops	Management-Employee Communi- cation, Survey feedback, Team Building exercises	Several suggestions imple- mented. Overtime & absen- teeism controlled.
<u>BOB</u> No	Performance Appraisal	Training, Skills inventory	Continuation of new appraisal and training.
<u>CGL</u> Yes	Role Analysis exercises, Performance Appraisal	Potential Appraisal and Development, Counselling, Team-Building	Use of role analysis exercises for promotion decisions continued involvement of top management
<u>Jyoti Ltd.</u> No	Performance Appraisal	OD	--
<u>IOC</u> No	Role Analysis	Performance Appraisal, Coun- selling, worker development, critical attributes	Continued support of top managements
<u>L&T</u> Yes	Performance Appraisal and Counselling	Critical Attributes, Train- ing, OD	HRD Climate is at a very high level

(1)	(2)	(3)	(4)	(5)	(6)	(7)
8.	L&T, ECC	Personnel & OD Combined	1982	Managing Director	Meeting Challenges of Environment and new opportunities	Yes
9.	SAIL	Use of existing personnel function	2 activities focussed in 1985	Director Personnel	Renewal and Movement to excellence	Yes
10.	SBI	Separate HRD Department in all circles & central Office	1979	Chief General Manager, Personnel and HRD & Deputy Managing Director Personnel	Recognition of Importance and meeting new challenges	Yes
11.	SBP	Separate HRD Dept.	1976	General Manager Planning & MD	Recognition of importance	Yes marginally
12.	SFL	HRD Department	1984-85	Head, Corporate Planning & Development & MD	Growth, new opportunities and inadequate manpower	No.
13.	TVS	Separate HRD Dept.	1983	Executive Director	Preparation for new challenges, competition from market	Yes
14.	Voltas	Reorganising Performance appraisal, communication policies etc.	continuous latest 1982	Vice-President Personnel	Preparation for profit, growth and excellence	Yes for OD and such other exercises

(8)

(9)

(10)

(11)

L&T ECC

Yes extensively

Team Development, Role clarity

Performance Appraisal, Counseling, critical attributes, training, HR information

Continued top management support

SAIL

Yes

Performance Appraisal, Priority for action

Other associated issues are being taken up

Just started

SBI

Yes initially

Performance Appraisal

Counseling, Training, OD, Job-rotation, potential appraisal

All personnel decisions being taken using data generated from HRD

SBP

No

All subsystems

All subsystems like SBI

Improvements in HRD climate

SFL

No

Performance Appraisal

Training, Manpower Planning, Role Clarity

Involvement of top management

TVS

No

Performance Appraisal, Training and Career Development

Continued emphasis on same

Yet to be seen

Voltas

No

Training, Performance Appraisal, Communications

Continued emphasis on same

HRD Climate is very good.

