

Summary Proceedings of Human Resource Development Program

10th to 12th January-2006

Context

Contemporary organizations in civil society, business and industry implement their ideas on learning via competence management/ development. These strategies enable the vertical and horizontal alignment of organization policy, processes and instruments. Such alignments are necessary for establishing effective and efficient learning/ training practices and for transforming a workplace into a powerful learning environment. PACS (Poorest Areas Civil Society) Programmer, CSOs and their partners are not an exception to this.

The current growth and high demand for efficiency and effectively of the PACS project requires right skills of their partners to manage the human capital not only to attain sustainable development at the grass root level but also for their capacity building process. The 'Human Resource Development' (HRD) track plays a major role in this process of organizational renewal. The HRD track's approach addresses the process of changing an organization, its external stakeholders, internal groups and employees, achieved by means of planned learning and training, so they possess the knowledge and skills needed in the future.

HRD, in context of CSOs, needs to emphasize on three basic components:

- (a) Training: for performance improvement
- (b) Education: for career development
- (c) Development: for organizational change

OBJECTIVES

The major objectives in Human Resources Training:

- To develop an understanding of current and future of HR Development & Management in context of organizational growth & renewal
- To develop HR facilitation and managerial skills among the participants.

- To help develop some basic skills in diagnosing and solving organizational problems involving human dynamics
- To plan for individuals, teams and their patterns of work in civil society organizations
- To identify and improvise on the gaps between capabilities possessed and required
- To help in setting standards for Performance and positive productivity

Day I: 10th January 2006

The day began with a welcome note by DA Team, Mr. Santosh Pathak, and a brief on the activities of DA group was presented, DA team warmly welcomed Mr. Atul Shekhar, Mr. M.P.Singh, Ms. Puja IDMAT - resource team and the participants. The IDMAT faculty then introduced themselves and the organization, IDMAT.

The group was then taken through an unfreezing exercise which had several energizing activities followed by brief discussion designed to create familiarity and create a learning ambience.

Unfreezing steps

1. Introducing in a pair without saying your name, qualification, and background.
2. Making the group decide upon exciting and sad incidents.
3. Sit in a group of three and talk about positive points in themselves and the negative points which people don't like in them.
4. Making the group members behave a child, run like a child, act like an animal, make noises like different animals, jumping like frog- bringing the mobility in the group.
5. Making the delegates go in blind walk in pairs and then reversing the roles with the partners.
6. After the blind walk, the group shared their feelings in the big group.
7. The group went into setting the individual agenda in the groups of three.
8. After the individual agenda was set up, the group was asked to come up with the group learning agenda.

The output of the unfreezing exercise as shared by the participants was: -

Participant's Perspective

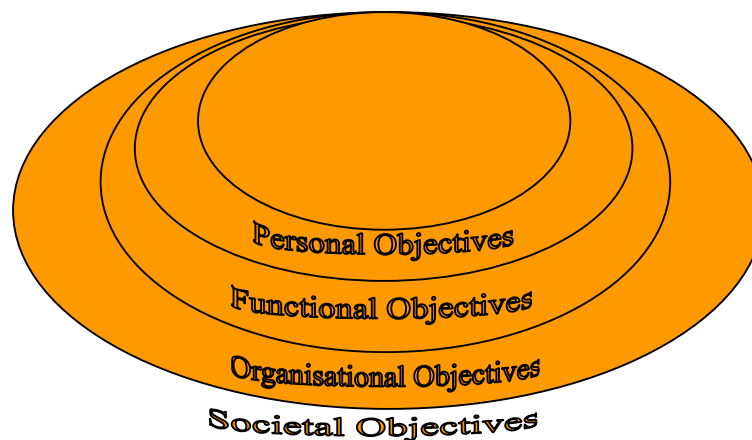
- More open with each other
- Relaxed with the facilitators
- Highly energized

Another important objective of this exercise was to help them to refocus on their expectations from programme, thus create a readiness within them to start working towards the objectives of the programme. The faculty then shared the objective of the programme and took them through concept of the 'Human resource development.

The participants were taken through the few concept of HRD, in which they were exposed about the concept and *definition of human Resource development* in today's context i.e.

A process of developing and unleashing human expertise through Organizational Development (OD) and personnel training (T&D) for the purpose of improving performance (Career Development).

The Evolution of HRD was shared - Origin in India and emerging importance in today' context was discussed. Further, the four objectives and function of HRD was shared i.e. personal, Functional, Organizational, Societal.



Objectives and Function of Human Resource Development.

Personal objectives	Training & development
	Appraisal
	Placement
	Compensation,
	Assessment
Functional objectives	Appraisal
	Placement
	Assessment
Organizational objectives	Human resource planning, Employee relation
	Selection, Training and development,
	Appraisal,
	Placement, Assessment
Societal	Legal compliance
	Benefits
	Union

It was also focused that for becoming effective Human Resource persons and HR facilitators one must have the following abilities:

Personal- Empathy, acceptance, congruence, intimacy, authority relationships

Professional- Conceptual knowledge, theories, understanding people, understanding groups

Skills- Experiential learning, communication skills, presentation skills

Functional Effectiveness- Emotional stimulation, caring, meaning attribution, executive functions

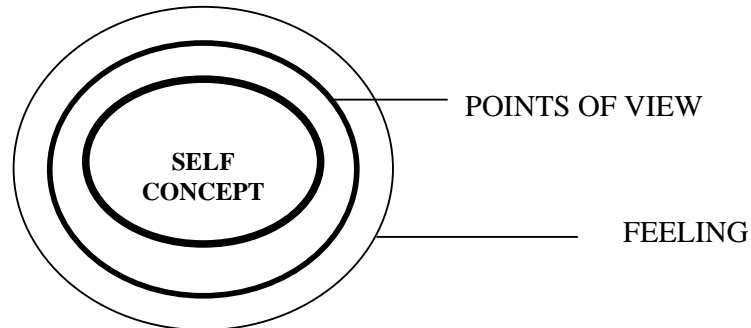
After understanding the concepts of HRD, the participants examined the most important part in any human that is self. In order to understand Human Resource Development, understanding self and others is very important. Self is the key to start the Human resource development process. Thus a Human process intervention was designed to enable participants to build human sensitivity.

The group went into the “**Who Am I**” exercise where they went into writing about themselves, which helped the group moved further. The objective was to make the group knowing more about the self and also increasing the sensitivity about others.

However, it was slow and steady opening process at the self-level. The group was then taken through the concept of onion self-disclosure process and the same was broken in to knowledge level and attitudinal self. A self-level reflection was done to highlight the individual values, likes-dislikes as well as the personal and organizational vision for effective Human resource development.

The three part of the self were also discussed- opinionated self, attitudinal self and value belief self.

Diagrammatically these three steps can be expressed like.



The participants were asked to seek feedback from others. They were helped to reflect on their behavior. Giving critical feedback is way to improve your friend. Both the giver and the receiver would be benefiting. The delegates were asked to reflect on the below:

- Impact of self on group
- Impact of group on self

After discussing the core self-the participants understood the concept of:

- Behavior
- Feeling
- Attitude
- Values
- Self concept

The difference between the thought, feeling and behavior through life cases was also discussed.

At the end of the day the participants were given the Johari window tools to reflect on their feed back receiving, giving and openness.

Day II: 11th January 2006

On the second day the Day began with the Johari Window exercise where the participants were merged together and the Johari window sheet was discussed and explained.

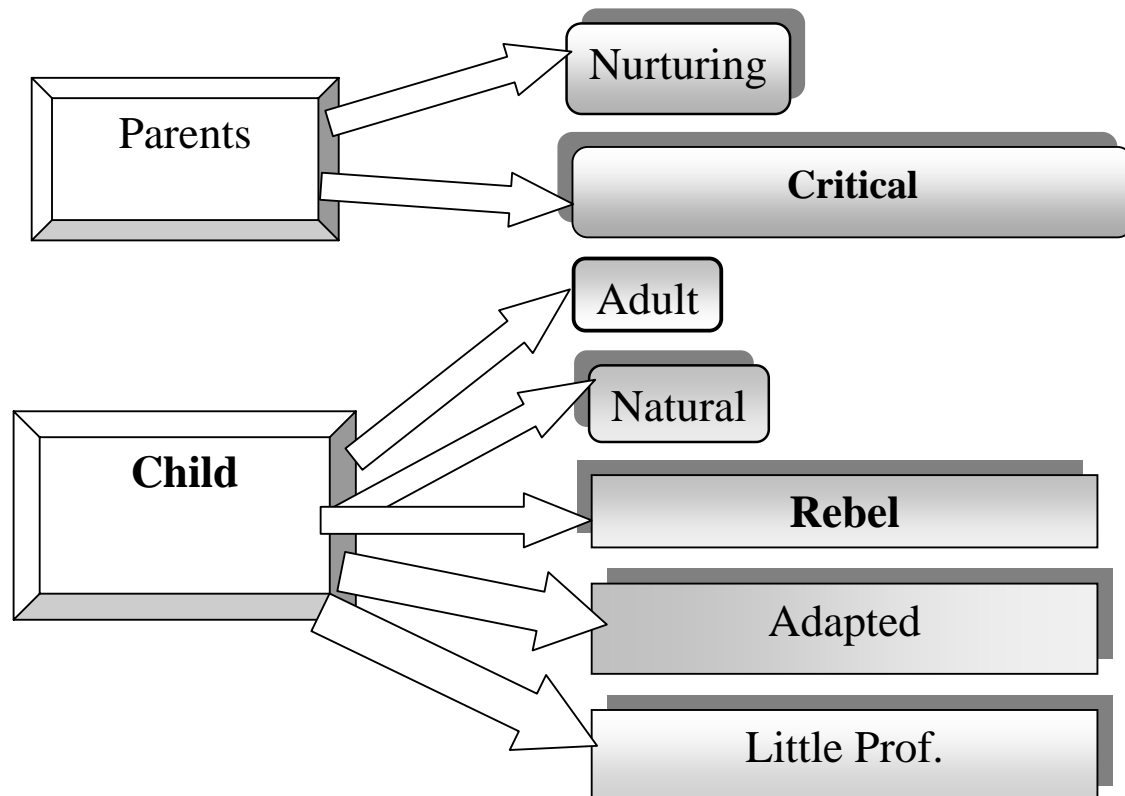
The process of Johari Window was discussed and understanding & relevance of the importance of increasing their arena for increased interpersonal effectiveness was emphasized upon. The participants were asked to reflect on ways of increasing their Arena.

Known to Self		Don't known to self
Known to others	Arena	Blind
Not Known to others	Closed	Dark

The members of different subgroups were asked to share their learnings of the day with each other. The members were asked to discuss and agree on ways in which they could increase the arena in their organizations to develop the Human resources. Their essay on 'Who am I' took a deep dive, process of critical feedback encouraged risk-taking orientation amongst members and it stretched to the level of openness, greater transparency and trust building in the group.

After discussing the Johari Window the participants examined the ego-states and concept of ego-states were discussed: ego-state is a consistent pattern about the Thinking, Feeling and behavior.

The participants also came to know about the three types of Ego-staes i.e. parent, adult, child



- CP – Controlling Parent, NP – Nurturing Parent
- A - Adult, NC – Natural Child, RC – Rebel Child
- AD – Adapted Child •LP – Little Professor

After discussing the three types of Ego-states the participants were given ego-state questionnaire to fill, and then individually the Ego-states of all the participants were discussed, and the participants came to know about their own behavior pattern.

Further to this, the participants experienced through role play, implications and reactivity of ones behavior on others and reflected on human resource process management.

After the ego state concept the participants were given the theoretical inputs of Human resource development. The inputs were given in the lecture mode covering the aspects of HR strategy, its importance and necessity of rearrangement with the organizations' mission and vision. HR strategy is the one of the key step to initiate HR planning process.

The HR traditional versus integrated approach was discussed and their relevance was explained. It was emphasized that one needs to have an integrated approach undertaking the task of Human resource planning. The two approaches distinguished as outlined in the table.

HR Planning

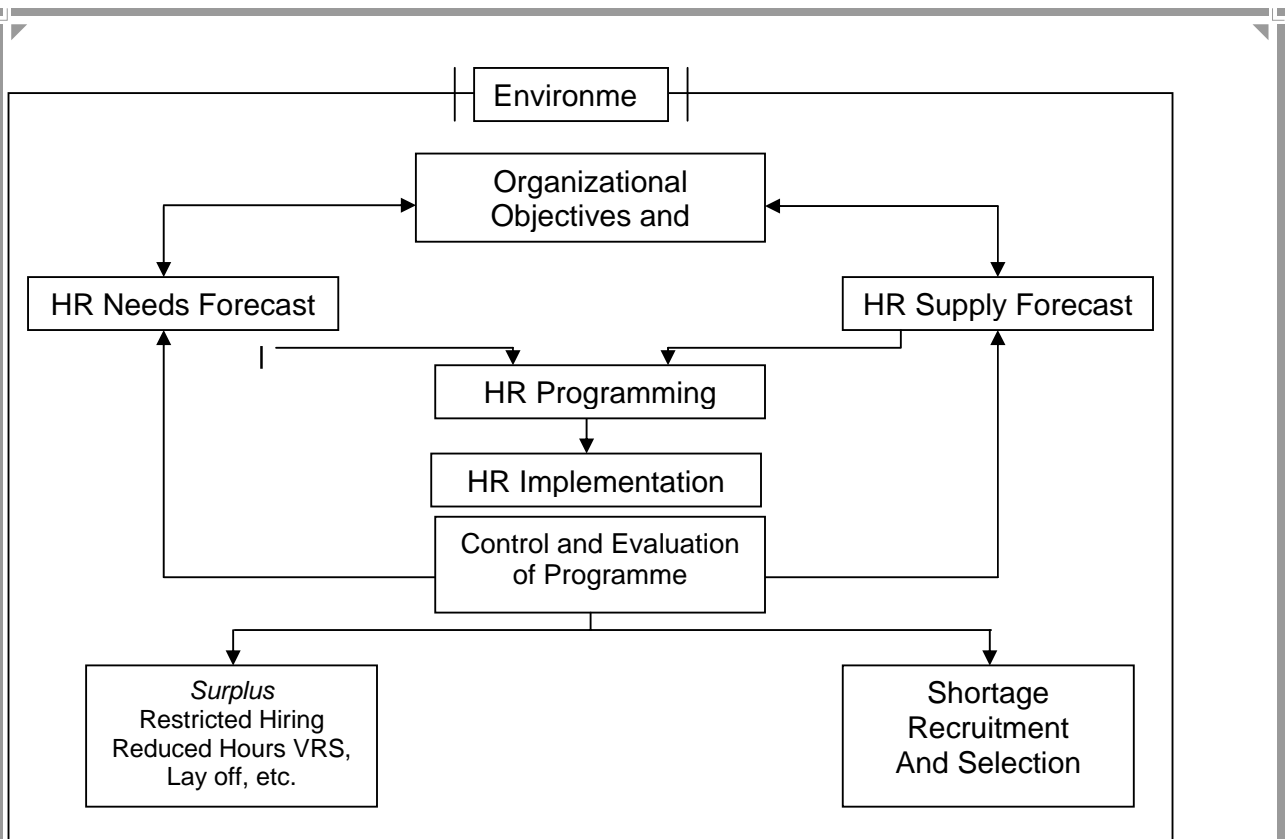
Traditional Approach	Integrated Approach
<ul style="list-style-type: none"> • An isolated activity 	<ul style="list-style-type: none"> • An integrated activity
<ul style="list-style-type: none"> • Focus on assessing/reducing Manpower strength (no.) 	<ul style="list-style-type: none"> • Focus on optimizing Manpower in quantitative as well as qualitative terms
<ul style="list-style-type: none"> • Use of sophisticated models 	<ul style="list-style-type: none"> • Based on evolved needs and future vision
<ul style="list-style-type: none"> • Main responsibility lies on Manpower Planning Deptt. 	<ul style="list-style-type: none"> • Main responsibility lies on the Human Resource Management (or Personnel) Department but Line Managers are actively involved
Traditional Approach	Integrated Approach
<ul style="list-style-type: none"> • Used for quantitative assessment for acquisition and deployed 	<ul style="list-style-type: none"> • Used to provide realistic data on human resources for acquisition, deployment and development interventions
<ul style="list-style-type: none"> • Intermittent activity 	<ul style="list-style-type: none"> • Continuous activity

Later part of the day the most important thing that was discussed and explained was the human resource planning through brain storming process.

The participant were exposed the purpose of HRP:

Definition: It is a Process, which specifies what an organization must do to develop human resources consistent with overall organization strategy.

Purpose: To insure the right mixes of the numbers and types of employees deployed across the organization to achieve strategic goals of the organization.



The Human Resource planning process generally involves:

- ❑ Forecasting personnel needs,
- ❑ Assessing personnel supply and
- ❑ Matching demand-supply factors through personnel-related programmes.

Overall organizational objectives and the environment of the business influence the human resource planning process.

After the Human resource planning process the participants were divided into new groups:

1. NGOs Executive Committee
2. Donor

NGO had got the approval from the Donor Rs. 2 Crore for a project for three years and they need to recruit 40 staff within a time frame of 15 days.

The NGOs Executive Committee should comprise of NGO Director, HR manager and other Members.

The NGO team was then asked to present the HR planning to the donor group.

The role-play assumed lot of interest in the participants after long theoretical session. The learning Points, which emerged from the role-play, were:

1. Before starting Human resource planning one must set HR Mission and objective with the organizational Mission and objective.
2. Then HR strategy should to develop which should be initiated by planning process.
3. One must first do the scanning of Internal and external resources
4. One must provide first provide the internal staff the opportunity, if competent, than getting the resource from outside.
5. One must recruit the staff who is not only qualified but also has personal inclinations towards social welfare and matched with organizational values.

Further the communication styles evaluation was discussed. Delegates were briefed on the relevance of communication in managing Human resource in an organization, group and society in general. Roger' communication and feedback concepts was discussed:

- Understanding
- Evaluative
- Supportive
- Probing
- Interpretive

The participants style was reflection in the role play:

The participants were asked to form two groups - One village community consisting of: Village Surpanch, community people and other the second NGO consisted of Project Co-ordinator, field workers.

The task was to communicate the information to the villagers: Resources, education level, Primary activities, Social structure etc.

Key learning from the exercise was:

1. Listening is the first step in communication.
2. First listen to your people to communicate your ideas
3. Most of the Conflict and mismanagement in an organization or group starts with not effective communications
4. One must have use balance style of all the five communication styles for effective human management.
5. Good and positive communication gives encouragement to the employs effects their performance.

Further the concept of communication was shared. The participants analyzed the parameters in human interaction process. i.e the communication process .the communication process :

- Sender
- Receiver
- Channel
- Feedback
- Situation

Then the concept of feedback giving and receiving technique and the implication in Human resource management were discussed. i.e. defensive and confronting behavior. Defensive behavior and confronting behavior consist of:

Defensive behaviors	Confronting behaviors
Denial	Owning up
Rationalization	Self-analysis
Projection	Empathy
Displacement	Exploration
Quick acceptance	Data
Withdrawal	Expressing feelings
Aggression	Help-seeking
Humor	Concern

12th January 2006

The third day started with the different concept on mechanism of Human Resource development. The participants examined that to achieve the objective of human resource development, one must understand the different mechanism of HRD.

So different mechanism of HRD that were discussed are as follows:

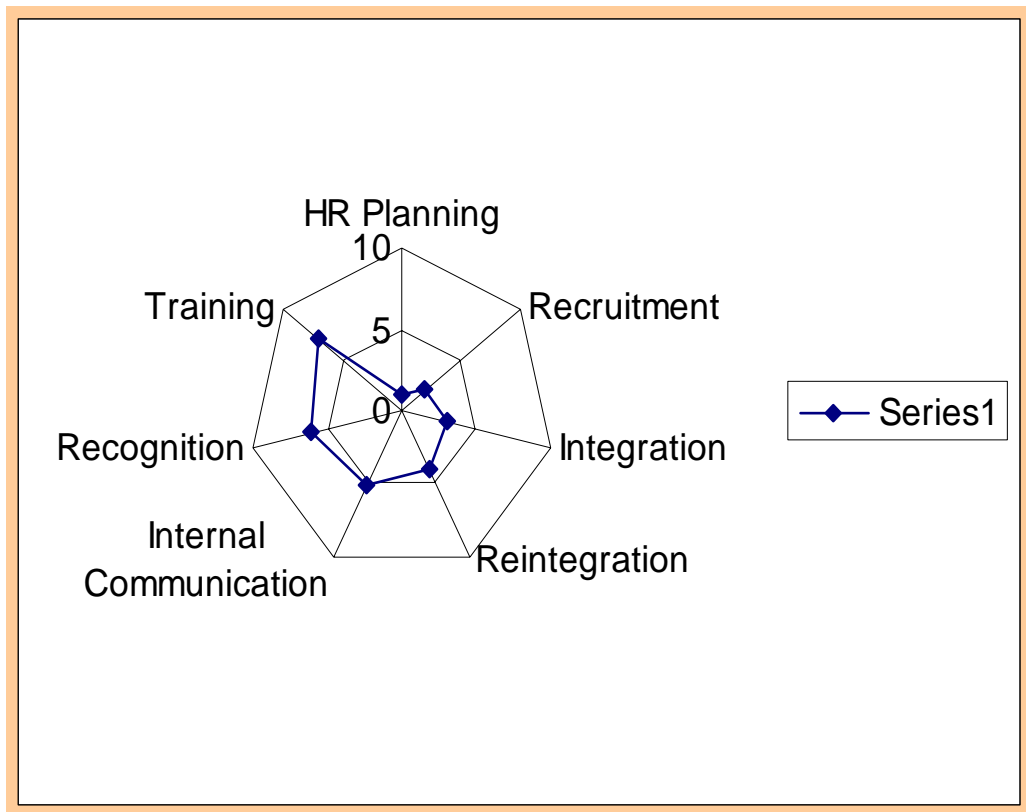
- Performance appraisal
- Career planning
- OD
- Human Welfare
- Feedback and system
- Training and Development.

The session was later followed by the input of role of training and development in Human resource management. One of the key thing, which was discussed, was training need assessment. Before developing any training module, it is must that one develop TNA. Following are the parameters to develop training need assessment:

Purpose	To increase knowledge, to improve skills - to change
Person	Individual, group, groups
Time	Immediately, near future, long term
Place	On the job – off the job
Means	Formally – informally - various methods
Agency	Trainer, supervisor, external trainer
Contents	Inputs to achieve desired - skill/knowledge/behavior.

Later, the participants were taken through the cycle of Human resource Development process. They were explained the stages in HRD which starts from Putting right HR strategy, Planning then recruiting the right persons/staff, integrating them in the system giving them holistic idea of the organizations approach, principles, activities and further reintegrate them in the best possible fit/center/role. Internal communication and recognition is essence for increasing the efficiency and affectivity of the staff and building them through appropriate training interventions. Hence it creates a HR web.

HR WEB

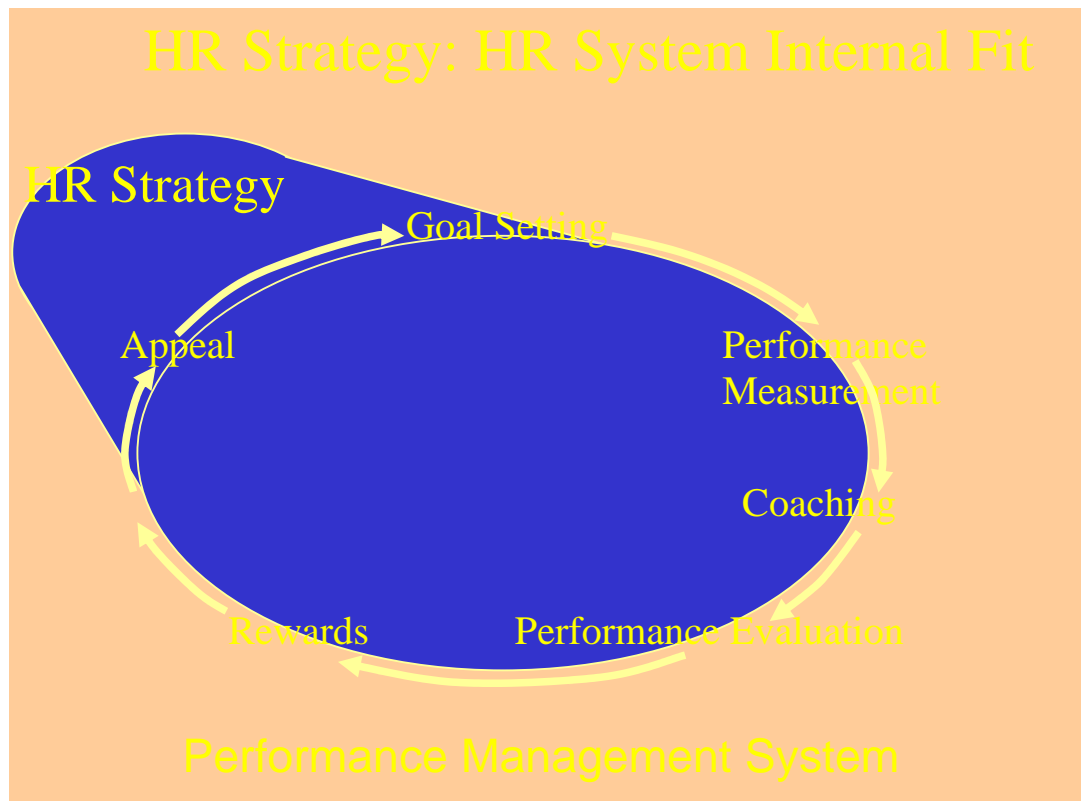


After discussing the Human resource web part the participants were gone through the job analysis part where first the participants came to know about the definition of the Job and the importance of Job Analysis in order to gain higher productivity. The definition of Job analysis that was discussed is:

Job Analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. Job Analysis is a process where judgments are made about data collected on a job.

Other concepts like job Description - Job Specification - Job Classification - Job Evaluation was discussed. And further the purpose of job analysis was discussed, which is to establish and document the 'job relatedness' of employment procedures such as training, selection, compensation, and performance appraisal. This involves the following:

- Determining Training Needs
- Developing training content
- assessment tests to measure effectiveness of training
- equipment to be used in delivering the training
- methods of training (i.e., small group, computer-based, video, classroom...)
- decide ways of recruiting and retaining employees
- skill levels



- compensable job factors
- work environment (e.g., hazards; attention; physical effort)
- responsibilities (e.g., fiscal; supervisory)
- required level of education (indirectly related to salary level)
- after job analysis part the session was followed by the process of career planning, Development, and employee retention.

After this high performance management system was discussed

The performance management requires proper system in place. The system and techniques like Performance measurement, Performance Appraisal, reward system was discussed. Performance appraisal as small and simple as OGSM: objective, Goal, Strategy, Measurement and bigger sample of PA was explained to the participants which they can adopt depending upon their size of human resource and complexities.

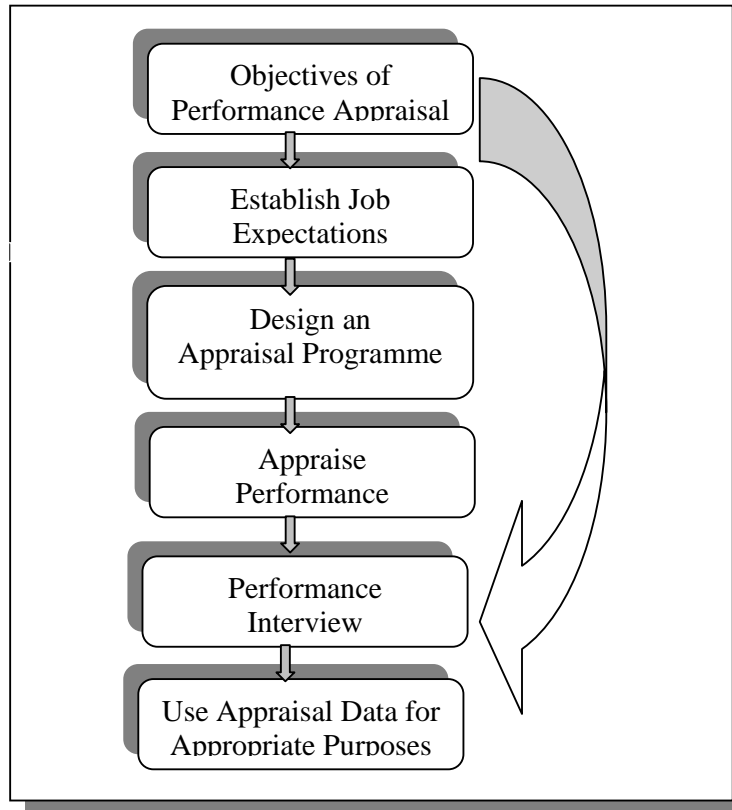
The concept and the objectives of performance appraisal that was discussed was:

Performance appraisal is a formal, structured system of measuring and evaluating an employee's job related behaviors and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit.

Objectives of performance appraisal:

- To assess accomplishment of the planned, goal target, objective
- To provide a rational basis for rewards
- To identify training and development needs

The process of performance appraisal was also discussed.



After discussing the process of performance appraisal, Tower Building was discussed in which participants were asked to construct a tower in their community.

The participants were asked to assume the role of Ngos head, Project co-coordinator, friend of NGO head and Beneficiary (Community person). NGO were given the task to assist the beneficiary to build the tower without physically supporting him/her.

Beneficiary was asked to set the target for the how big she/he wants to make the tower (5 block high/10 block high etc.).And selected people from the participants were asked to observe the enabling style and approach in managing the performance.

The role-play very well depicted the issues, which is faced at the work place and in the community while managing and achieving the targets. The importance of right goal settings, Understanding the imitations and strength and getting the correct performance drivers in the place.

Following inputs were discussed after the role for effective performance management:

- Individual work goals
- Performance and Review
- Identify improvement opportunities
- Performance Drivers
 - Coaching
 - Mentoring
 - Counseling

A conceptual intervention was given on three approaches:

Coaching

- Build personal trust level with other person
- Clarify performance objectives and expectations
- Affirm performance and successes
- Motivate the person based on his or her preferences

Mentoring:

- Personal skill instruction and knowledge sharing
- Guidance and feedback on suitable learning priorities
- Identification of key learning steps and ways to access key learning areas
- Orientation to organization's operating style, informal and formal norms, and "ways to get things done"
- Providing accountability for the person's execution of their learning and career development plans

Counseling:

- Constructively confront performance issues
- Diagnose the causes of problems
- Develop and commit to prompt corrective action
- Consider alternatives such as job change or career move outside

Summing up and feedback

The summing up and session by conducted by the active interaction with the participants. They were asked to write down 4 to 5 Key learning's from the whole program. Some of the collective key learnings, which the participants articulated, were:

1. Self analysis
2. Organizational and personal values
3. Learnt Concept of Self
4. Understood why human resource development is necessary
5. Way they can transfer HR development in the community
6. Learnt human resource planning, and process of human resource planning.
7. Came to know about the communication process.
8. Performance appraisals and it process.

This was followed by recap of the whole program by the facilitators and Mr. Santosh Pathak and his team joined the participants and had informal feedback exchange of the program.

Feedback:

Some of the feedback from the participants was as follows:

“The program was very much relevant to our jobs and it was very well conducted by the facilitators. Before coming to the program I was wondering how can this extensive subject of HRD can be covered in just 4 days but it was indeed remarkable job done by our trainers that they not only covered the topics but made it very easy to understand”

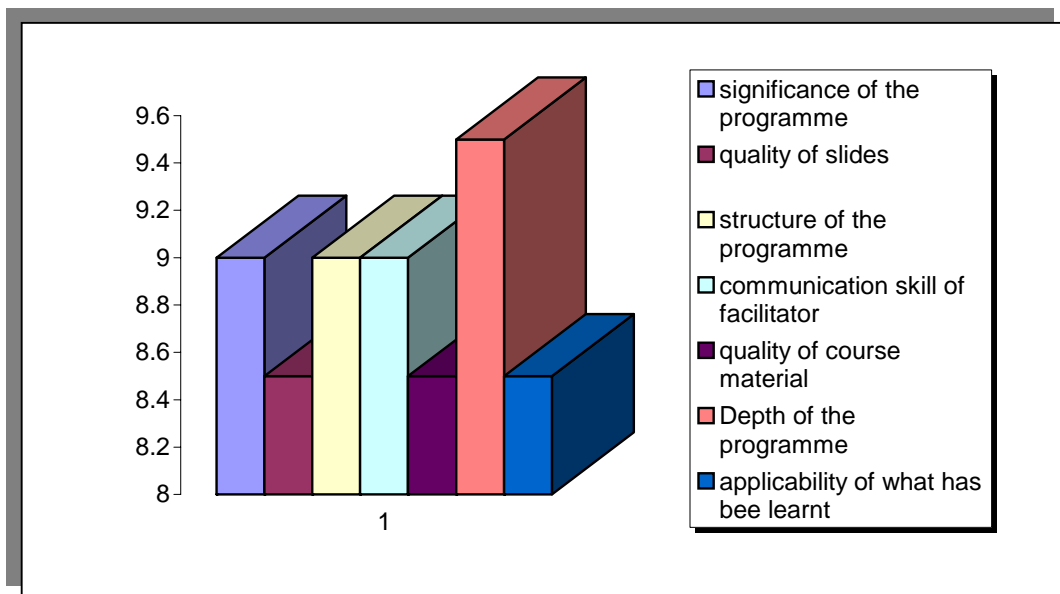
“The way of interacting with the participant was excellent, and whole concept of human resource development was very exciting and interesting. It was a learning experience for us, because the concept of human resource development was entirely new for us. “

“ We were initially little uncomfortable as we were not very much clear and “ facing some language problem with tough HR terms but after some of our feedback regarding the same the trainers very well modified the training inputs for us “

“Explaining some of the concepts through role playing exercise such as communication part, HR planning, helped us to understand the concepts more easily.”

“The theoretical exercise such as human resource planning and performance appraisal was covered in depth.”

The Overall rating of the programme given by the participant was **8.9 on the scale of 10**.



The program was graded as **Excellent** by the participants.

The participants gave thanks to Mr. Santosh Pathak and DA for giving the opportunity to attend the program and thanked the IDMAT team for conducting it. Mr. Atul Shekhar Mr. Mahendra Singh, Ms. Puja thanked DA and the participants for all the co-operation and support during the program.

General Observation About the Participant:

The entire participant was quite interactive and active. The member of the group was 20, which made the program quite interesting. Though few had wide capability and comprehension gap.

Recommendations

- The recommendation given by most of the participants were that the programme should be of at least five days.
- Taking up extra inputs in the area of Assessment centre development may be beneficial for the partner NGOs.