APPENDIX - II

QUESTIONNAIRE - 1

THE HRD PRACTICE PROFILE TODAY

Following is the checklist of various activities performed / not performed in respect of HRD in your esteemed organization. Please mention the state of performance thereof by putting ✓ mark

<table>
<thead>
<tr>
<th>HRD Activity</th>
<th>Degree of Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Performed Never</td>
</tr>
<tr>
<td>A HRD Foundation and Philosophy:</td>
<td></td>
</tr>
<tr>
<td>1 Development of HRD Philosophy.</td>
<td>☐</td>
</tr>
<tr>
<td>2 Acceptance by top management.</td>
<td>☐</td>
</tr>
<tr>
<td>3 Liaison with the staff about HRD Philosophy.</td>
<td>☐</td>
</tr>
<tr>
<td>4 Knowledge of concern for organizational values to one and all.</td>
<td>☐</td>
</tr>
<tr>
<td>5 Discussion with top mgt about HRD practices.</td>
<td>☐</td>
</tr>
<tr>
<td>6 Quest for HRD practices adopted by other organizations.</td>
<td>☐</td>
</tr>
<tr>
<td>7 Attendance of HRD workshops, seminars and programmes.</td>
<td>☐</td>
</tr>
</tbody>
</table>
B Motivation to Line Managers:

8 Arrangement of lecturers and seminars related to HRD for line managers.

9 Development of learning environment.

10 In-house training programmes and discussions.

11 Meeting line managers to discuss their issues.

12 Inviting suggestions from line managers.

13 Adoption of new HRD methods.

14 Visiting other organizations to learn about their practices.

15 Conducting team building sessions.

16 Conducting inter-departmental meetings and study circles.

17 Self renewal exercises for HRD department.
<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>Communication network for HRD department itself.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td><strong>HRD Climate and Mechanism:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Formulating development oriented appraisal system.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>20</td>
<td>Analysis of appraisal data to identify training needs.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>21</td>
<td>Identification of factors affecting employee performance.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>22</td>
<td>Communication of results to respective heads.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>23</td>
<td>Training line managers for performance review discussions.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>24</td>
<td>Provision of training for counselling skills to supervisory staff.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>25</td>
<td>Counselling services to workers.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>26</td>
<td>Preparation and review of training policy.</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
Spoting outstanding line managers and supervisors.

Review of benefits out of external training programme.

Post training followup.

Circulation of reading material to employees.

Job rotation policies and exercises.

Role analysis exercises

Outlining career paths and preparing career development plans.

Use of news letters and other media.

Undertaking OD exercises.

Tuning the HRD Goals With the Organization's Goals:

Understand business goals and strategies.

Contribution to social goals of Organization.

Devising HRD plans to help diversification.
39 Identifying poor performance of people / areas and taking diagnostic actions.

40 Assisting top management in revivals and renewals.

E Managing HRD Implementation:

41 Use of questionnaires for implementation and effectiveness.

42 Use of task forces for monitoring.

43 Conducting orientation workshop.

44 Conducting review meetings for various HRD subsystems.

45 Use of unconventional methods of monitoring HRD system.

F Inspiring Employee Representatives:

46 Clarifying the role of unions in ensuring quality of work life and development.
47 Training employee / union leaders on their HRD roles.

48 Worker education programmes for better work life.

49 Worker education programmes for better family life.

50 Involvement of employee leaders in HRD decisions.

G Employee Diagnosis:

51 Surveys for HRD climate and learning environment.

52 Analysis of IR issues and exit interview.

53 Study of leadership styles.

54 Providing feedback to employees.

55 Conducting stress audit and analysis.

56 Place of music and yoga.
<table>
<thead>
<tr>
<th></th>
<th>Human Resource Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>57</td>
<td>Rewards and recognition policies.</td>
</tr>
<tr>
<td>58</td>
<td>Contribution to promotion policies.</td>
</tr>
<tr>
<td>59</td>
<td>Helping in formulating policies related to transfer, incentives, perks, increments etc.</td>
</tr>
<tr>
<td>60</td>
<td>Working collaboratively with Human Resource Department.</td>
</tr>
</tbody>
</table>

289
QUESTIONNAIRE – 2
THE HRD MILIEU SCAN

You are requested to give your assessment of the HRD climate by rating your organization on each statement.
A  Almost Always True
B  Mostly True
C  Sometimes True
D  Rarely True
E  Not at all True

Please put the alphabet of correct answer in the parenthesis provided on the right.

1. The top management of your organization can go out of way to ensure employees’ joy on work. [ ]
2. The top management accepts the fact that the human resource should be treated more humanely. [ ]
3. Development of subordinates is an important part of your duty. [ ]
4. The human resource policies are employee development oriented. [ ]
5. The top management is prepared to invest in resource to develop people at work. [ ]
6. Seniors help juniors learn their jobs. [ ]
7. Employees with inadequate competence are not left unattended. [ ]
8. People can be developed at any stage by changing their behaviour. [ ]
9. People in the organization are co-operative
10. People can freely discuss their personal problems with their superiors.
11. Because of good psychological climate, employee can develop his skills, knowledge and attitude.
12. Seniors help juniors for future responsibilities and roles.
13. The top management has inclination to tap employee potentials.
14. Promotion is based on merit rather than favouritism.
15. Good work is rewarded in this organization through specific mechanism.
16. The officers have a tendency to appreciate their subordinates good work.
17. Performance appraisal is based on objective assessment and adequate information.
18. People in the organization are not confined to specific mental impressions about each other.
19. Employees are motivated to usher new methods and ideas.
20. Any mistake made by some employee is not punishable but learning conducive.
21. Flaws on the part of employees are communicated to them with spirit.
22. Employees accept behaviour feedback seriously and use it for their development.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>23.</td>
<td>Employees learn from strengths and weaknesses of their superiors.</td>
</tr>
<tr>
<td>24.</td>
<td>Employees make best use of training programmes.</td>
</tr>
<tr>
<td>25.</td>
<td>What they have learnt in training programmes is tried out in the organization.</td>
</tr>
<tr>
<td>26.</td>
<td>Employees are deputed to undergo training on the basis of factual need.</td>
</tr>
<tr>
<td>27.</td>
<td>There is fairly a good amount of trust among employees.</td>
</tr>
<tr>
<td>28.</td>
<td>Employees feel enlightened in discussing with their superiors.</td>
</tr>
<tr>
<td>29.</td>
<td>Employees feel enlightened in discussing with their subordinates.</td>
</tr>
<tr>
<td>30.</td>
<td>Employee take initiative and do things on their own without being instructed.</td>
</tr>
<tr>
<td>31.</td>
<td>Delegation of authority is quite common in this organization.</td>
</tr>
<tr>
<td>32.</td>
<td>The juniors use authority as an opportunity for development.</td>
</tr>
<tr>
<td>33.</td>
<td>Team spirit is a crown of this organization.</td>
</tr>
<tr>
<td>34.</td>
<td>Problems are jointly solved rather than accusation made on each other.</td>
</tr>
<tr>
<td>35.</td>
<td>Juniors are apprised about career opportunities.</td>
</tr>
<tr>
<td>36.</td>
<td>The plans for future development are communicated to managerial staff to prepare their juniors.</td>
</tr>
</tbody>
</table>
37. The organization has high order of employee welfare facilities so that employees can spare their energy for work duties.

38. Job rotation here aims at employee development.
QUESTIONNAIRE - 3
TRAINING EFFECTIVENESS QUESTIONNAIRE

Put alphabet of the correct answer in the bracket on right.

A] Totally False
B] Hardly True
C] Somewhat True
D] Mostly True
E] Very Much True

1. Induction training is given adequate importance in the organization. [ ]
2. Induction training is well planned. [ ]
3. Induction training is of sufficient duration. [ ]
4. Induction training provides an excellent opportunity for new comers to learn comprehensively about this organization. [ ]
5. Norms and values of this company are clearly explained to new employees during induction. [ ]
6. Senior executives / officers take interest and spend time with new staff during induction training. [ ]
7. New recruits find induction training very useful in this organization. [ ]
8. Our induction training is periodically evaluated and improved. [ ]
9. Employees are helped to acquire technical knowledge and skills through training. [ ]
10. There is adequate emphasis on developing managerial capabilities of management staff through training. [ ]
11. Human relations competencies are adequately attempted to be developed in this organization through training in human skills. [ ]
12. Training of workers is given due importance in this organization. [ ]
13. Employees are sponsored for training programmes on the basis of carefully identified developmental needs. [ ]
14. Those who are sponsored for training programmes take the training seriously. [ ]
15. Employees in this organization participate in determining the training they need. [ ]
16. Employees sponsored for training go with a clear understanding of the knowledge and skills they are expected to acquire from training. [ ]
17. The HRD department conducts briefing and debriefing sessions for employees sponsored for training. [ ]
18. In-company programmes are handled by competent faculty. [ ]
19. The quality of in-company programmes in this organization is excellent. [ ]
20. Senior line managers are eager to help their juniors develop through training. [ ]
21. Employees returning from training are given adequate free time to reflect and plan improvements in the organization.

22. Line managers provide the right kind of climate to implement new ideas and methods acquired by their juniors through training.

23. Line managers in this organization utilize and benefit from the training programmes.

24. External training programmes are carefully chosen after collecting enough information about their quality and suitability.

25. There is a well designed and widely shared training policy in the company.
QUESTIONNAIRE – 4
PERFORMANCE APPRAISAL EFFECTIVENESS

Please answer putting appropriate alphabet

A) Totally False
B) Hardly True
C) Somewhat True
D) Mostly True
E) Completely True

1. The executive appraisal system in this organization provides an opportunity for each appraisee to have a clear understanding of what is expected from him by his reporting officer during the performance year. [ ]

2. The appraisal system helps each appraisee and appraiser to have a clear joint understanding of each appraisee’s job. [ ]

3. The appraisal system helps managers to plan their performance well. [ ]

4. The appraisal system provides an opportunity for each appraisee to communicate the support he needs from his superiors to perform his job well. [ ]

5. The appraisal system provides an opportunity for self review and reflection. [ ]

6. The appraisal system encourages the appraiser and appraisee to have a common understanding of the factors affecting the performance of the appraisee. [ ]
7. The appraisal system provides an opportunity for a discussion between the appraiser and appraisee on the expectations, achievements, failures, constraints and improvements required. [ ]

8. The appraisal system has scope for reflection and assessment of each appraisee on the personality factors and attributes required for the current job of the assessee. [ ]

9. The appraisal system encourages open communication between each appraiser – appraisee pair through performance review discussion. [ ]

10. The appraisal system provides an opportunity for each appraisee to express his developmental needs. [ ]

11. The appraisal system has scope for correcting the biases of reporting officer through a review process. [ ]

12. The appraisal system aims at strengthening appraiser – appraisee relationships though mutuality and trust. [ ]

13. The appraisal system helps interested appraisees to gain more insights into their strengths and weaknesses. [ ]

14. The appraisal system has scope for helping each employee to discover his potential. [ ]

15. The appraisal system has scope for communicating top management plans and business goals to staff below. [ ]

16. The objectives of the appraisal system are clear to all employees. [ ]
17. Periodic orientation programmes are conducted to explain the objectives and other details of the appraisal system.

18. Line managers generally spend time and discuss with their performance.

19. Reporting officers help their appraisees to plan their performance in the beginning of the year.

20. Discussions on key performance areas / key result areas / tasks / targets between appraiser – appraisee pairs is very educative to appraisees and appraisers.


22. Executives do a thorough job on self appraisal in terms of reviewing, reflecting and analyzing the factors affecting their performance.

23. Performance review discussions are taken seriously by managers and sufficient time is spent in these discussions.

24. Performance review discussions are conducted with high quality and care.

25. Efforts are made by appraisers to be objective in their appraisals.

26. The HRD department follows up seriously the training needs identified during appraisal.

27. The appraisal data are used by the HRD department for other development decisions like job rotation, job enrichment and the like.
28. The appraisal data are used as inputs for recognition and encouragement of high performers and desirable behaviour. [ ]

29. The reviewing officers take appraisals seriously and try to educate their subordinates to overcome their personal biases and favouritism. [ ]

30. The HRD department actively reviews each appraisal and discusses with line managers. [ ]

31. The HRD department provides adequate feedback to line managers on their rating behaviour and the decisions taken on their ratings. [ ]

32. The performance review committees do a thorough job in reviewing and using appraisal data. [ ]

33. Appraisals facilitate growth and learning in this organization both for appraisees and appraisers. [ ]