Chapter 7
Suggestions

1. There should be a separate HRD department in the public sector organisation giving it a top priority.

2. The HRD manager must be recruited separately who should work as a counsellor of the chief of the organisation and should act as initiator, developer, designer and implementor of new HRD policies. He should be able to develop HRD philosophy of the organisation and should check the results of the policies made to develop human resource in the organisation.

3. HRD must not be related with training only as HRD is quite comprehensive in nature.

4. The organisation should develop its own HRD philosophy and policies which must be clear to every employee of the organisation.

5. The organisation should start separate magazine or journal on the subject.

6. So, permanent skilled recruitment should be there in both the organisations from the employment exchange agencies or through internet or freshers from the colleges.

7. Extra financial burden for hiring the security guards, transportation and lower grade workers from private agency without proper assessment must be stopped.

8. As advertisement play a crucial role in recruitment process. Some improvements like including the image building aspect
and incorporating a standard format for applications in the advertisement are suggested.

9. As there is no recruitment in public sector organisation, it is hereby suggested for private sector organisation to involve some professional agencies.

10. A serious consideration to recruit executives directly at higher level is suggested.

11. Steps are needed for shortening the recruitment and selection cycle time.

12. It is suggested that the issue of excess or shortage of manpower needs to be draft at micro level within the organisation.

13. To manage the organisations more effectively to attain the targeted goals and to improve motivation and morale of its human resources, good performance should be rewarded adequately at the earliest and also given deserving publicity.

14. In HMT and PTL the findings suggest that promotions lead neither significant monetary benefits nor to qualitative job change and job status but result in more authority and job responsibility although monetary benefits may be insignificant. It implies that monetary benefits and increased authority/responsibility compensate for each other as motivators, leading to persistent desire for promotions at all levels of hierarchy.

15. The organisations may consider to make the system more open and summarized. Appraisal result may be communicated
to the respective appraise. It will help in motivating the employees in the selected organisations.

16. The appraisals should be submitted in time and personnel department should follow up for timely collection of the appraisals/confidential reports. (CRs)

17. The appraisal system in public enterprises is an annual affair, it is suggested as in Ranbaxy, it is desirable to have periodic review of the progress during the year.

18. The self appraisal, self review and discussions between appraiser and the appraise give the employees a chance to impress their development needs.

19. There should be HRD oriented appraisal practice to start with performance planning jointly by appraiser and the appraise. This exercise should include the identification of key performance areas, behavioral dimensions etc.

20. The performance appraisal must have a provision for the identification of potentials of the employees, which can be used for job rotations. Apart from job rotation manpower planning must be taken care of.

21. Steps should be taken to ensure that every employee gets the suitable exposure to training.

22. The training should be need based.

23. Although in the organisation, a large number of executives are inclined to act as trainers, but there should be special efforts to locate suitable trainer whose job should only to train the employees i.e. the trainer must be an HRD expert.
24. There is a need for creation of training committees in HMT especially where manager training remains on medical leave and selection of trainer and the trainee is in the hands of personnel department.

25. It is suggested that induction phase may variably cover full one year period. The HRD department alone can't make training and development effective. The line superiors should also take interest in sharpening the new appointees or existing employees and it may be made as one of the criteria for performance evaluation of the line superiors.

26. Proper use of appraisal report for determining training needs has been suggested as systematic identification of training need is a pre-requisite for effective results.

27. The training should be imparted through a proper combination of lectures, group discussions, case studies, role playing method, and IT (Information Technology) department should also devise its programs to impart training to employees through internet. Advance analysis of the profile of trainees of a particular training program may also be done, in order to close appropriate training methods in the selected public enterprises.

28. The managers of the concerned departments must take enough interest and spend sufficient time in the training activities. They must guide, instruct and discuss the problems after being trained.
29. The managers of the selected public enterprises should create a climate conducive for experimenting new ideas of the employees.

30. The organisations should adopt the pattern of asking the immediate supervisor to report on the improvement of the performance of the employees sent of training.

31. Seeking feedback from their heads, improvements in behaviour, altitude, job knowledge, skills and overall work performance of the employees sent for training.

32. Feedback from the trainees should also be taken into account by the training department.

33. Majority of employees in private organisation feel that the organisation should have performance linked incentive schemes.

34. The public Sector Undertaking should be given autonomy to recruit the employees according to their requirement. The government should start fresh recruitment in the public enterprises as the employees on contract basis do not feel sense of belongingness with the organisation. They work for money only and can leave the organisation whenever they get better compensation from the another organisation.

35. It is essential to understand that the rewards may take many forms. Work itself, pay, promotion, supervisory style, co-working interaction, job stress, job satisfaction and working conditions are common sources of rewards. The one of the managements more challenging task is to match workers with rewards they value. In short, if the rewards are valued, they
will re-in force behaviour and provide a tool to be used in enhancing the motivation of employees in the organisation.

36. These results suggest that one of the implications for the organisational managements is that these variables may be given weightage in the recruitment, selection, placement, promotion and training of its employees. The personality characteristics may be given weightage at all levels.