APPENDIX - I

QUESTIONNAIRE - EXECUTIVE
## PERSONAL PROFILE

1. **NAME:** Mr./Ms./Mrs.

2. **AGE**
   - [ ] 20 - 30
   - [ ] 31 - 40
   - [ ] 41 - 50
   - [ ] Above 50

3. **SEX**
   - [ ] Male
   - [ ] Female

4. **EDUCATIONAL QUALIFICATION**
   - [ ] Graduate
   - [ ] Post Graduate
   - [ ] Professional
   - [ ] Others

5. **DESIGNATION:**

6. **DEPARTMENT:**

7. **YEARS OF EXPERIENCE**
   - [ ] Less than 5
   - [ ] 5-10
   - [ ] 11-15
   - [ ] 16-20
   - [ ] Above 20

## I RECRUITMENT

1. The recruitment process for management cadre in your company is done mainly through:
   - [ ] Campus recruitment
   - [ ] Internal promotions
   - [ ] Consultants
   - [ ] Referral
   - [ ] Advertisement
   - [ ] Employment exchange

## II SELECTION PROCESS

1. The selection process for the management cadre is done through:
   - [ ] Tests
   - [ ] Group discussion
   - [ ] Interview
   - [ ] All the above

## III TRAINING

1. The training & development programmes for senior management in your organization are organised for improving:
   - [ ] Problem solving skills
   - [ ] Soft skills
   - [ ] Technical skills
   - [ ] Job related skills

2. What is the attitude of your organization towards training?
   - [ ] Integral part of corporate strategy.
   - [ ] Staff are not spared for the training
   - [ ] No importance is given at all
   - [ ] Scant regard.
   - [ ] Only to satisfy certification audits
   - [ ] Employees are encouraged to think about their own developmental requirements
3. How closely does your organization’s Training & Development policy fit with reality?
   - Well intentioned but does not match with reality. stakeholder's response
   - Organization does exactly what it says.
   - Organization does more than it says.

4. Does your company have a structured training system?
   - Structured
   - Not Structured

5. Does the existing training system in your organization really develop an employee?
   - Perceived
   - Not Perceived

6. Does your company have a policy of matching training needs with organizational requirements?
   - Yes
   - No

7. Does your company have a management development centre of their own?
   - Aware
   - Not Aware

8. There is a well-designed and widely shared training policy in the company.

9. Employees are sponsored for training at outside institutes/organizations on a regular basis.

10. In-house training programmes are organised by competent faculty.

11. The company has a comprehensive policy for development of internal trainers.

12. Induction training in your company provides an excellent opportunity for new comers to learn comprehensively about the organization.

IV ORGANIZATIONAL DEVELOPMENT

1. The general attrition rate or job turnover in your company is:
   - Very high
   - Low
   - Not significant.

2. Recognition is the best form of motivation. How far is this true from your personal experience in the organization?
   - Very much true.
   - Somewhat true
   - True
   - Not true.
3 The union in your organization is
- Meek [ ]
- Less aggressive [ ]
- Management sponsored [ ]
- Aggressive [ ]
- Politically aligned. [ ]

4 What is the present mode of communication from workers to management?
- Suggestion box [ ]
- Through open house [ ]
- Individual meeting [ ]
- Through unions [ ]

5 The behaviour of the workers at shop floor towards their immediate supervisors is:
- Obedient [ ]
- Friendly [ ]
- Courteous [ ]
- Rough [ ]
- Normal / Reasonable [ ]
- Very aggressive [ ]

6 Are your shop floor managers adequately empowered to handle the employee discipline at plant level?
- Adequately empowered [ ]
- Only HR manager has to intervene [ ]
- Not empowered [ ]
- Powered but not exercised. [ ]

7 The employee grievances in your company are settled through:
- Works committee [ ]
- Shop floor council [ ]
- Union [ ]
- Grievance redressal committee [ ]
- Management [ ]
- Immediate supervisor and the aggrieved. [ ]

8 Does your company have a systematized grievance redressal machinery? [ ]
   Available [ ]
   Not Available [ ]

9 There is greater scope for counselling in problem solving. Does your company have professional counsellors? [ ]
   Yes [ ]
   No [ ]

10 Does your management have a clear-cut communication system from top to bottom through house journals? [ ]
    Yes [ ]
    No [ ]

11 Does your company have any notified workers participation scheme? [ ]
    Agree [ ]
    Disagree [ ]

12 Does your company have designated persons for conducting domestic enquiry such as Presiding officer, Inquiry authority etc. [ ]
    Agree [ ]
    Disagree [ ]

13 Does your company have a system of conducting “Exit Interview”? [ ]
    Aware [ ]
    Not Aware [ ]

14 Have you been contemplating in the recent past of quitting the organization? [ ]
   If Yes, tick the suitable reasons.
   - No job satisfaction [ ]
   - Peer pressure. [ ]
   - Low compensation package [ ]
   - No career path [ ]
   - Management pressure [ ]
   - Better opportunity [ ]
15 Quality Circles as a tool of management intervention has changed most public sector and private sector companies in India.

16 There is an informal communication system in your organization that is nurtured by the management in the desired direction.

17 The union negotiations are conducted at regular intervals as per industrial relation machinery.

18 Does your organization practice the organizational development intervention as a method of managing change?

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<tr>
<th>V REWARDS</th>
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<tr>
<td>1 Performance based incentive system in your organization has resulted in</td>
</tr>
<tr>
<td>Increased productivity</td>
</tr>
<tr>
<td>Increased earnings for the workers</td>
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| 2 The present compensation system of your organization is |
| On par with industry standards | Lower than industry standards |
| Exceeds industry standards | |

| 3 Employee stock option and profit sharing are new concepts of rewarding an employee. How does your company fare in this? |
| Scheme exists | Exists only in top management. |
| Does not exist | |

| 4 Does your company have the practice of rewarding workers and employees for cost reduction, waste management and innovation oriented suggestions through suggestion box? |
| Yes | No |

| 5 Does your company have a system of awarding incentives to your employees? If yes, state the nature of incentive. |
| | |
VI PERFORMANCE APPRAISAL

1 The techniques and methods used for performance appraisal in your company is:
   Excellent □ Good □
   Average □ Needs improvement. □

2 A systematic and successful appraisal system is the one that is:
   Kept confidential □ Discussed openly □

3 Which do you think is the most important factor by which the potential of an employee can be judged?
   Creativity □ Emotional stability □
   Effective leadership □ Ability to work under stress □
   Analytical power □ Good rapport with others □

4 In the present system of performance appraisal there is room for bias by the immediate supervisor.

5 Management by Objectives (MBO) as a form of appraisal is gaining ground recently in our company.

6 The performance appraisal includes weightage for training hours spent by the employee.

7 The company uses 360 degree feedback analysis and balanced score card as part of performance appraisal.

8 As an executive moves up in the corporate ladder, he requires more of conceptual and human relations skills than technical skills.

VII WELFARE MEASURES

1 Tick the welfare measures that are prevailing in your organization:
   Canteens □ Holiday homes □
   Consumer stores □ Educational facilities □
   Housing □ Transportation □
   Credit societies □ Parties and picnics □
   Legal aid □ Old age and retirement benefits □
   Counselling □ Any other □
VIII HRD PRACTICES

1. Please select the latest trends of HRD Practices that are prevalent in your company:
   - Flexible working time and job sharing
   - Staggered hours
   - Telecommuting
   - Outbound picnics
   - Any other

2. Does your company possess a current corporate strategy for the organization as a whole?

3. Does your organization have a transparent HRD policy?

4. Does your company have an annual review of HRD objectives and achievements?

5. Your management treats human resources as an asset

6. Your organization encourages individual initiatives

7. You are well informed in advance about the new changes to be introduced
APPENDIX - II

QUESTIONNAIRE - HR
PERSONAL PROFILE

1 NAME: Mr./Ms/Mrs.

2 AGE
   □ 20 - 30 □ 31 - 40
   □ 41 - 50 □ Above 50

3 SEX
   □ Male □ Female

4 EDUCATIONAL QUALIFICATION
   □ Graduate □ Post Graduate
   □ Professional □ Others

5 DESIGNATION

6 DEPARTMENT

7 YEARS OF EXPERIENCE
   □ Less than 5 □ 5-10 □ 11-15
   □ 16-20 □ Above 20

8 Rank the key strategic issues in your organization (Rank your preference from 1 to 10)

Financial sustainability □ Resources & facilities □
Management / Leadership skills □ Staff capabilities □
Relationship with clients □ Planning □
Business growth and innovation □ Funding □
Quality of service □ Marketing □

9 Which of the following positions exist in your organisation?

General Manager & CEO □ Training Managers □
Unit Managers □ Line Managers □
Organisational Development Managers □ Team Leaders □
HR Managers □ Individual Employees □
10 Who has HRD policy development, as an important responsibility?

- General Manager & CEO
- Unit Managers
- Organisational Development Managers
- HR Managers
- Training Managers
- Line Managers
- Team Leaders
- Individual Employees

11 Who has HRD implementation, as one of their important responsibilities?

- General Manager & CEO
- Training Managers
- Unit Managers
- Organisational Development Managers
- HR Managers
- Team Leaders
- Individual Employees

12 **Rank** the important HRD issues in your organization: *(Rank your preference from 1 to 8)*

- Staff training
- Managerial skills
- Professional development
- Career development
- Staff qualifications
- Communication
- Remuneration
- Facilities and resources

13 **Rank** the barriers to your organization’s HRD effort: *(Rank your preference from 1 to 7)*

- Lack of funding / costs
- Time and workload
- Size of organization
- Lack of resources
- Management issues
- Award issues
- Ageing workforce

14 **Rank** the most valued HRD practices: *(Rank your preference from 1 to 5)*

- Training / Work-based learning
- Communication & management
- Professional development
- HRD planning
- Performance review

15 Please select the latest trends of HRD practices that are prevalent in your company:

- Flexible working time and staggered hours
- Tele commuting
- Job sharing
- Out bound picnics
- Any other

**Kindly mark a ✓ in respect of the following questions**

16 Has your company designed a current corporate strategy for the organization as a whole?

- Agree
- Disagree

17 Does your organization have a transparent HRD policy?

- Agree
- Disagree

18 Does your company have an annual review of HRD objectives and achievements?

- Agree
- Disagree
19 An explicit and related HRD strategy.

20 Does your HRD policy address career path for staff?

21 A system for matching learning needs (e.g. training and development) against organisational requirements.

22 Staff development programmes are linked to a continuous improvement of quality.

23 A method of assessing the progress of your HRD effort.

24 Does your company have a comprehensive HRD approach that includes individual development plans for?
   Yes No
   Top Executives
   Senior Management
   Middle Management
   Junior Management
   Supervisors
   Workers

25 Has your company been awarded for best HRD practices?
   If yes, please give details

26 Are there any general comments about Human Resource Development Practices that you would like to add?