**HRD: A STUDY OF EMPLOYEE TRAINING IN SELECTED INDUSTRIES IN KARNATAKA.**

**Interview Schedule For Employee**

1) SI.No. :
2) Name of the Factory :
3) Section/Department :

**I. Socio-Demographic Job Related Data**

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<tr>
<td>4) Name</td>
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<td>5) Age</td>
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<td>6) Designation</td>
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<td>7) Token No.</td>
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<td>8) Sex</td>
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<td>9) Education</td>
<td>Illiterate/below S.S.L.C/S.S.L.C/ITI/Diploma/Graduate/Post Graduate/Other.</td>
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<td>10) Nature of Job</td>
<td>Unskilled/Semiskilled/Skilled/Highly skilled.</td>
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<td>11) Total Years of service</td>
<td>0 to 5 Years 6 to 15 Years 16 to 25 Years 26 and above.</td>
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**Part-I - (A) Training**

1) The Place of Training in the Organisation and Selection of Trainees

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<tr>
<td>1) Does your organization have a well designed and widely accepted training policy?</td>
<td>Yes /No</td>
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<td>2) Are you aware of training and development facilities offered?</td>
<td>Yes/No</td>
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<td>3) Have you undergone training How many training programme have you attended So far (please specify)</td>
<td>Yes/No</td>
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<td>4) Training programme attended,</td>
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<tr>
<td>a) Voluntary</td>
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<td>b) Compulsory</td>
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<td>c) Sponsored</td>
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<td>d) Need based</td>
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<td>5) Type of training undergone:</td>
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<tr>
<td>a) Technical Training</td>
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<td>b) Non- Technical Training</td>
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<td>c) Any other (please specify)</td>
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<tr>
<td>6) Do employees need Training only in technical area?</td>
<td>Yes/ No</td>
<td></td>
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<td>7) Have you undergone Training other than in technical aspects?</td>
<td>Yes/No</td>
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If not, do you feel training in other than technical Aspects is required for employee. Yes/ No

2) Employee training has been given more importance here? Yes/No

3) Training facilities available here are adequate for all Yes/No

10) Are you satisfied with quality and quantum of training given so far Yes/No

II) Determination of Training and Development Needs and Training Method for Employees

1) Training is a continuous process Agree/ Disagree

2) Training helps to learn skills required to perform the job well Yes/No
   If yes, is there any improvement noticed in your Performance? Yes/No

3) Which of the Training methods is suitable for employees to obtain skill and knowledge?
   a) On-the – Job Training Agree/ Disagree
   b) Off- the ~Job Training (please specify) Yes/No

4) Which of the training technique, you like most?
   a) Lecture or classroom method Agree/ Disagree
   b) Audio visual film show Yes/No
   c) Demonstration, Discussion and Role-play. Agree/ Disagree
   d) Any other please specify. Yes/No

5) Training on the job and in the organization is more suitable to employees, than training off-the-job and outside the Organization? Agree/ Disagree

6) The Internal faculty is more relevant / suitable/ to impart On the job training, than external Agree/ Disagree

7) Training needs are to be assessed regularly if you agree, is it done regularly here Agree/ Disagree

8) Regular assessment creates future training needs? Yes/No

9) Designing of training programme, should be suited to the needs of the organization, capacity of the employee and the requirement of job? Agree/ Disagree

10) Do employee participate in determining training they need? Yes/No

11) Employees are deputed to the training programme on the basis of carefully identified developmental need? Yes/No

12) Do employees deputed for training programme take the training seriously? Yes/No

13) Employee deputed for training go with a clear understanding of the knowledge and skill they are expected to acquire from training? Yes/No

14) Does HRD department conduct briefing and debriefing sessions for employee deputed for training? Yes/No
III) Adaptable of Training and its Use

1) Does Training help employees to acquire technical Knowledge and skill
   Yes/No

2) Does training help employees to seek right attitude and ability to do the job
   If yes, has your skill/ knowledge, attitude changed?
   Yes/No

3) Employee in your organization utilize and benefit from the training
   Yes/No

4) Do managers/supervisors provide opportunity to implement new ideas and methods learnt in training
   Yes/No

5) Do you incorporate, knowledge and skill learnt in training in your job?
   If yes, has that benefited you
   Yes/No

6) Do you feel that regular training programme updates employees skill and knowledge
   Yes/No

IV) Perception About Trainer and the Training

1) Does personality of trainer influence on training programme?
   Yes/No

2) Training effectiveness depend on trainer’s thorough preparation, involvement of trainees and adequate support of the organization.
   Agree/ Disagree

3) Is training programme handled by the competent faculty?
   Yes/No

4) Does trainer take interest and involvement while offering training?
   Yes/No

5) Internal faculty’s training is more interesting and educative
   Yes/No

6) Benefits of the training cannot be obtained immediately but can be obtained only in the long run
   Yes/No

7) Training is the most neglected function in many of the Indian organization
   Agree/ Disagree

8) Some organization regard spending on training as worthless and wasteful expenditure
   Agree/ Disagree

9) Inspite of increasing cost of training, is it desirable that it should become part of the developmental effort?
   Agree/ Disagree

4) Does your management undertake and support Training programme inspite of high cost?
   Agree/ Disagree

V Evaluation of Training Programme

1) Do you agree that every training programme needs to be evaluated?
   Yes/No

2) Does training evaluation help in understanding its effectiveness?
   Yes/No

3) Is it useful for future assessment of training need?
   Yes/No

4) Are you asked to give feedback of the training programme you have attended?
   If yes, do you feel it relevant
   If not? Why?
   Yes/No

5) Do you hesitate to offer negative response?
   Yes/No
Part- II- B

Human Resource Development

VI General Information About HRD

1) Does your organization have HRD department Yes/ No
   If yes, when was it established? Specify
2) Which of these HRD mechanism are adopted in your organization (please tick your choice)
   a) Man power planning
   b) Performance appraisal and feedback
   c) Training and development
   d) Potential appraisal and promotion
   e) Career development and career planning
3) Is HRD a systematic and planned way of developing Human resource at work? Yes/No
   If yes, does it consider Human resource as an important Resource? Yes/ No
4) Can HRD make organization prosperous and successful? Yes/ No

VII Monitoring HRD Implementation and Change

1) Is HRD process properly implemented? Yes/ No
2) Is any strategy formulated to monitor its effective implementation? Yes/No
   If yes, any task forces, collaborative projects, Quality circles formed for this purpose? Yes/No
3) Do these bodies discuss work related issue and problem? Yes/No
   If yes, how often? Specify
4) Are employees included in them? Yes/No
5) Does every one actively cooperate and participate in HRD implementation? Yes/No
6) Has the management changed its attitude towards employees? Yes/No
   If yes, does it consider employees as vital resource and extends humane treatment? Yes/No

VIII Directing HRD Strategy to Achieve Goals of the Organization

1) Does management communicate and clarify the organization goals to all its employees? Yes/No
2) Management seeks cooperation from employees to achieve goal Yes/No
3) Do you have suggestion scheme? Yes/No
4) Does management accept and implement the suggestion given? Yes/No
5) Does it reward those employees who offer good and useful suggestion? Yes/No
6) Are your suggestions accepted and rewarded Yes/No
7) Have you noticed change after HRD
(please tick the most relevant)

a) Has the productivity increased?
   Yes/No

b) Quality goods are produced with zero defect and durability has increased.
   Yes/No

c) Cases of Absenteeism, disciplinary action and other labour problems have come down
   Yes/No

d) Improvement in behaviour as more rational and logical with supervisor and peers.
   Yes/No

e) Change in 'we' feeling instead of 'I'
   Yes/No

f) Decrease in habit of hiding one's own mistake and highlighting mistakes of others
   Yes/No

g) Increased awareness to family needs, and more interest in family affairs.
   Yes/No

h) Improvement in competency, skill, and performance
   Yes/No

8) a) Is there a system of recognizing better performing employees?
   Yes/No
   If yes, are such employees encouraged and prepared for future responsibilities?
   Yes/No

b) Do this system have approval of the management?
   Yes/No

c) Does recognition and appreciation motivate employees?
   Yes/No

IX Creating Development Motivation Among Employee

1) Does management feel employee need to be motivated regularly at work?
   Yes/No

2) HRD implementation creates motivation?
   Yes/No

3) Does management conduct talks/ seminar from (consultants, professionals, and company executives) on HRD
   If yes how often are these conducted? Specify.
   Yes/No

4) In-house magazines /news letters are used to create learning environment.
   Yes/No

5) Are they published now?
   Yes/No

6) Does management hold inhouse discussion and problem solving session, when employee experience problem?
   Yes/No

7) Does HRD department invest its time and resource for creating development motivation among employees
   If yes, has it developed communication mechanisms to facilitate learning from each other?
   Yes/No

8) a) Does management provide opportunities to attend seminar, workshops and programme related to HRD and HRD related topics.
   Yes/No

b) Does management make arrangement for supply of reading material to learn about HRD practices of other organisation?
   Yes/No

9) Are employees sent to visit other organisation to learn about HRD practices?
   Yes/No
   If yes, does this help to learn about HRD?
   Yes/No
10) Do you learn, through the quality circles, learning network, and inter-departmental meeting or from co worker?  

Yes/No

11) Does team work (Esprit -de-crops) play vital role in production of quality goods with zero defect?  

Yes/No

12) Does management initiate steps for team building  
If no, is it necessary?  

Yes/No

**X Communication of HRD Philosophy**

1) Is there any philosophy behind HRD  
If yes, is it communicated to employee, Supervisor and others  

Yes/No

2) Does it contain message of treating every employee with human approach  
If yes, does management treat employees accordingly.  

Yes/No

3) Does it relate to enhance, enthusiasm, commitment and involvement of employee in achieving organizational goals.  

Yes/No

4) HRD philosophy relates itself very strongly  
a) To increase production  
b) To increase discipline  
c) To build employee with confidence and motivation.  
d) To develop organization along with individual  

Yes/No

**XI Strengthening HRD Climate Through HRD System.**

1) Has your organisation formed a development oriented appraisal system?  

Yes/No

2) Does it measure your performance precisely without any prejudice and basis?  

Yes/No

3) Are you communicated of your work performance on the basis of performance appraisal by the management?  

Yes/No

4) Are you satisfied about your work performance?  

Yes/No

5) Does management initiate corrective step in case performance is low and poor?  

Yes/No

6) Is appraisal data analyzed and used for identifying training needs?  

Yes/No

7) Do you have policy of job rotation?  

Yes/No

8) Has management prepared career paths and career developmental plan for employees?  

Yes/No

9) Does management conduct survey to know employees problem to initiate corrective step to avoid them.  

Yes/No
Interview Schedule For Supervisor

SINo
1) Name of the Factory :

I Socio-Demographic Job Related Data

2) Name :
3) Age :
4) Designation :
5) Education Qualifications :
6) Total Years of service :
   0 to 5 Years
   6 to 15 Years
   16 to 25 Years
   26 and above.
7) Membership of professional bodies/ societies :

Part-II (A) Training

II General Information on Training

1. Is Training is essential for every employee? Yes/No
2. Do all employee need to be trained irrespective of their age? Yes/No
3. Does Management train all employees? Yes/No
4. Training facilities available are adequate for all? Yes/No
5. Does Management have framed well designed training policy? Yes/No
6. Employee training has given more importance here? Yes/No
7. Training increases skill, knowledge and efficiency of employee? Yes/No

III) Assessment of Training Need and Employee Deputation to Training

1) Training needs are to be assessed regularly? Yes/No
   If yes, who does it how often? Specify.
2) Does assessment of training need creates future necessity for training? Yes/No
3) Assessment of training need has to be according to the Need of organisation, capacities of the employee and the requirement of job. Agree/Disagree
4) Do employees and you participate in the assessment and determination of training need. Yes/No
   If not? Whether you fell, employees and Supervisor are need to be involved in assessment of training need. Yes/No
5) Employee deputation to training has to be done on the basis of identified training need? Yes/No
   If yes, is this strategy adopted here? Yes/No
5) Do employees deputed for training obtain requisite skill and knowledge. Yes/No
7) Training over employees become more confident? Yes/No
   If yes, do they try their skill in the performance of job well? Yes/No
8) Do mgt. and supervisor provide them such an opportunity? Yes/No
9) Job performance and productivity of trained employee increases after training? Yes/No
10) Some employees complain lack of opportunity to try their skill in performing job well. Yes/No
11) Whereas some do not try their hands because fear of extra work. Yes/No

IV) Suitable Training Method

1) Which training method is more suitable and useful to employee? Yes/No
   a) On-the-job Training
   b) Off-the-Job Training
   c) Any other specify
2) Which method is adopted, specify:
3) Training within the organisation is more suitable to employee than otherwise? Agree/Disagree

V) Training Utility

1) Does training immensely benefit employee? Yes/No
2) Does it help employees to obtain necessary skill and knowledge Yes/No
3) Does training help employees to do their job properly with increased ability and confidence Yes/No
4) Training enhance Job satisfaction? Yes/No
5) Training enhances Job performance and productivity? Yes/No
6) Training improves employees behavior actions and attitudes. Yes/No

VI) Perception About Trainer and Training

1) Who Offers training to employees in your Organisation? Agree/Disagree
   a) Line Manager
   b) Training Officer
   c) Supervisors
   d) Any other. Please specify.
2) Does personality of trainer influence upon training programme Yes/No
3) Training effectiveness depends upon preparation of trainer, involvement of trainees, and adequate support of the organisation Agree/Disagree
4) Do you feel trainees disinterest and non-involvement affect on Training programme and the interest of trainer Yes/No
5) Do you train employees? Agree/Disagree
   If yes, do you take interest and involve while offering training Yes/No
6) Do you feel, which trainers training is effective to employees
   a) Internal
   b) External (please specify)

7) If employee refuses to attend training programme. Does management initiate disciplinary action
   Against them? Yes/No

8) Employees communicate their lack of interest to attend training programme? Yes/No
   If yes, why specify

VII) Evaluation of Training Programme

1) Do your agree that, every training programme need to be evaluated? Yes/No
   If yes, do you involve in such exercises

2) Does evaluation offer accurate feedback and negative areas of training Yes/No

3) Evaluation helps to assess future training needs? Yes/No

4) Do trained employee offer feedback of training undergone Yes/No

5) Is it relevant to seek feedback from every trained employee? Yes/No

6) Does offering of feedback benefit the organization Yes/No

VIII) General Question

1) Training though an oldest, but still most effective method of developing employees competencies Agree/Disagree

2) Benefit of training cannot be obtained immediately, but can be obtained only in the long run Agree/Disagree

3) Training is most neglected function in most of the Indian organization Agree/Disagree

4) Some organization regards spending on trainings is wasteful expenditure and not worth of it? Agree/Disagree

5) Inspite of increasing cost of training many still desire that training should became part of the development effort Agree/Disagree

6) Whether your top management supports the training activities inspite of high cost of training. Agree/Disagree

Part-II-B Human Resource Development

IX) General Information on HRD

1) When was HRD dept. established in your organization : 

2) Is HRD dept. functioning
   a) Independently/part of personnel dept. (please specify) :

3) Which of these HRD Mechanism are adopted in your organization (Please tick your choice)
   a) Man power planning
   b) Performance appraisal and feedback
   c) Training and development
d) Potential appraisal and promotion  
e) Career development and planning  
f) Any other specify  

4) Is HRD a systematic and planned way of developing human resource at work?  
Yes/No  

5) Can HRD make an organization prosperous and successful?  
If you agree, specify reasons.  
Agree/Disagree

**XI HRD Philosophy and Awareness About it**

1) Has the management designed elaborate HRD philosophy?  
If yes, do you know it?  
Yes/No  

2) HRD philosophy embodies message of treating employee with humane approach  
Yes/No  

3) Does management treat its employees with human approach  
Yes/No  

4) Does HRD Philosophy relate to enhance commitment, and involvement of employee  
Yes/No  

5) Do you feel, HRD philosophy relates to increase production and profit of the organization.  
Yes/No

**XII Creating Development Motivation Among Employees**

1) Does HRD process motivate employees at work?  
Yes/No  

2) Does your management motivate of all employees?  
Yes/No  

3) Does management provide opportunity to attend seminar, conferences and workshops on HRD and HRD related topic  
Yes/No

4) Whether employees under your supervision attend such programs?  
Yes/No  

5) Does management publish, newsletter, and conduct inhouse discussion and problem solving sessions regularly?  
Yes/No  

6) Do you have suggestion scheme  
Yes/No  

7) Does mgt. accept, implement, and reward good suggestion?  
Yes/No  

8) Does mgt. prepare employees to shoulder future responsibilities?  
Yes/No  

9) Do you visit other organization to learn about their HRD practices?  
If yes, do you use them as a means to motivate your workforce?  
Yes/No

**XIV Monitoring HRD Implementation and Change**

1) Implementation of HRD process is regularly monitored here?  
Yes/No  

2) Management has formed any task forces in this regard  
Yes/No  

3) Does Management conduct survey to diagnose organization health, employee’s feeling and behavior, and working conditions  
Yes/No
XV Directing HRD Strategy to Achieve Goals of the Organization

1) Have you noticed following changes in employee after HRD introduction? Yes/No
2) Productivity with good quality and durability has increased? Yes/No
3) Cases of various labour problems have came down (Absenteeism, grievances etc)? Yes/No
4) Employees, behaviors, action and role have improved? Yes/No
5) Are employees more aware about their family needs? Yes/No

XVI Strengthening HRD Climate Through HRD Systems

1) Performance appraisal system is development oriented? Yes/No
2) Manpower planning is done regularly? Yes/No
3) Management conducts regular training and development programmes? Yes/No
4) Management has created a career development for all employees? Yes/No
5) Management conducts survey to identify potential employees and to prepare and encourage them for future responsibility? Yes/No
6) HRD has created favorable climate and smooth and cordial Industrial relations? Yes/No
HRD: A STUDY OF EMPLOYEE TRAINING IN SELECTED INDUSTRIES IN KARNATAKA


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<td>Name of the Factory :</td>
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<td>2)</td>
<td>Name :</td>
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<td>3)</td>
<td>Age :</td>
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<td>5)</td>
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I) Socio-Demographic Job Related Data

| | 
|---|---|
| 2) Name | : |
| 3) Age | : |
| 4) Designation | : |
| 5) Education Qualifications | : |
| 6) Total Years of Experience | : 0 to 5 Years 6 to 15 Years 16 to 25 Years 26 and above. |

II) General Information of Training

1. Is Training is essential for every employee? Yes/No
2. Do all employee need to be trained irrespective of their age? Yes/No
3. Does Management train all employees? Yes/No
4) Is training required only when new technology, new products, or new machines are installed? Yes/No
5) Training increase skill knowledge and efficiency of employee Agree/Disagree
6) Does mgt. have well formulated training policy? Yes/No
7) Is employee training given more importance? Yes/No
8) Is there a fixed budget for training and development? Yes/No
9) Is Quantum of training given to employees so far satisfactory? Yes/No

II) Assessment of Training Need and Employees Deputation to Training

1) Training needs are to be assessed regularly? Yes/No
   If yes, who does it, and how often? Specify
2) Does assessment of training need indicate future necessity for training? Yes/No
3) Whether employee need to be involved in assessment of training need Yes/No
4) Do employees participate in the assessment of training need Yes/No
5) Training assessment has to be according to the needs of the organization, capacities of the employees, and the requirement of the job Yes/No
6) Employee deputation has to be done on the basis of assessment of training need
Yes/No
7) Do deputed employee aspire to acquire more knowledge and skill?
Yes/No
8) Many employees take training as more casual and relaxed than having much interest in it.
Yes/No
9) Training over do employees became more confident? If yes, do they try their skill in performing the job well?
Yes/No
10) Does mgt. provide such opportunity to employees?
Yes/No
11) Job performance and productivity of trained employees increases after training.
Yes/No
12) Some employees complain lack of opportunity to try their skill in performing job well Where as some do not try their hand because of extra work
Yes/No

III) Suitability of Training Methods

1) Which training method is more suitable and useful to employees?
a) On-the-Job Training
b) Off-the-Job Training
c) Any other specify?
2) Which method is adopted? specify,
3) Training within the organization is more suitable to employees than otherwise Agree/Disagree

IV) Training Utility

1) Does training help employee to acquire technical skill and knowledge?
Yes/No
2) Does training help employee to do their job properly with increased ability and skill
Yes/No
3) Training enhances job satisfaction
Yes/No
4) Training enhances better performance and productivity
Yes/No
5) Employees are immensely benefited by training
Yes/No
6) Trained employees deserve and ask for incentives, rewards, prizes, increments wages or promotion
Yes/No
7) Do you feel regular and on-going training is essential
Yes/No

V) Perception About Trainer and Training

1) Who offers training to employees in your organization?
a) Line Manager,
b) Training Officer,
c) Supervisors,
d) Any other please specify.
2) Does personality of trainer influence the training programme?
Yes/No
3) Effectiveness of training programme depends upon preparation of trainer, involvement of trainees, and adequate support of the organization. Agree/Disagree

4) Whether trainees disinterest and non-involvement affect the interest of the trainer and the training programme? Yes/No

5) Is training programme handled by the competent faculty? Yes/No

6) Do your training faculty (Line Manager Training Officer, Supervisors) take interest and involve while offering training? Yes/No

7) Which training is effective for employees
   1) Internal
   2) External (please specify)

8) Do employees take interest and involve in Training? Yes/No

9) If employee refuses to attend training programme, does management initiate disciplinary action against him? Yes/No
   a) If yes, do you face this problem?
   b) If yes, what action is taken? Specify.

10) Employees communicate their lack of interest to attend training programme
    If yes, why? specify;

**VI Evaluation of Training Programme**

1) Do you agree that, every training programme need to be evaluated? Yes/No

2) Does evaluation offer accurate feedback on negative areas of training Yes/No

3) Does evaluation offer necessity of training effectiveness Yes/No

4) Evaluation helps to assess future training needs? Yes/No

5) Do you receive feedback from trained employees? Yes/No

6) Is it relevant to seek feedback, from every trained employee Yes/No

7) Do employees offer honest feedback, and highlight negative points of training? Yes/No

8) Does offering of feedback benefit the organisation Yes/No

**VII General Questions**

1) Training though an oldest but still most effective method of developing human competencies. Agree/Disagree

2) Benefits of training can not be obtained immediately, but can be obtained only in the long run Agree/Disagree

3) Training is the neglected function in most of the Indian organisation Agree/Disagree

4) Some organisation regard spending on training as worthless and wasteful expenditure Agree/Disagree

5) Inspite of increasing cost of training many still desire that training should became part of the development effort Agree/Disagree

6) Does your top management support the training activities inspite of high cost of training. Agree/Disagree
Human Resource Development

VIII) General Information on HRD

1) When was HRD dept, established in your organisation?
2) Is HRD dept functioning:
   a) Independently/Part of the personnel dept.(please specify)
3) Which of these HRD mechanisms are adopted in your
   Organisation (please tick your choice):
   a) Man-power planning
   b) Performance appraisal and feedback
   c) Training and Development
   d) Potential appraisal promotion
   e) Career development career planning
   Any other (please specify)
4) Is HRD a systematic and planned way of developing human resource at work?
   Yes/No
   If yes, specify reasons
4) Can HRD make an organisation prosperous and successful?
   Agree/Disagree
   If you agree, specify reasons.

IX) HRD Philosophy, Liaison With Management/Employees

1) Does management have elaborate HRD philosophy? Yes/No
   If yes, whether every employee knows it? Yes/No
2) Does it contain message of treating every employee with humane approach? Yes/No
3) Does it aim to enhance the enthusiasm, commitment, and involvement of employees Yes/No
4) Do you feel, HRD philosophy relates to enhancement of production and profit of the organisation Yes/No

X) Creating Development Motivation Among Employees

1) Does mgmt. feel employee, need to be motivated regularly at work? Yes/No
2) HRD process motivate employees at work? Yes/No
3) Does mgmt. provide an opportunity to employee to attend seminar, workshops relating to HRD/HRD related topics?
   Yes/No
   If yes, are such programmes conducted regularly? Yes/No
4) Have all employees attended such programme already? Yes/No
5) Does management use inhouse newsletter, and conducts in-house discussion, problem-solving session regularly? Yes/No
6) Do you feel these could bring about changes in thinking of employee? Yes/No
7) Do you have suggestion scheme? Yes/No
8) Do your employees offer useful suggestion? Yes/No
9) Does management accept those suggestions and implement them? Yes/No
10) Does management reward such employees? Yes/No
11) Employees are given opportunity to see the result of their work Yes/No
12) Do management keep track of innovative and outstanding work done by employees? Yes/No
13) Does mgt. groom, such employee to shoulder future responsibilities? Yes/No
14) Do your visit other organisation to learn about their HRD practices? Yes/No
   If yes, do you use these as a means to motivate your workforce? Yes/No

XI) Directing HRD Strategy to Achieve Goals of the Organization

Have you noticed changes in employees after HRD (Tick the most relevant)?
1) Productivity has increased? Yes/No
2) Manufacture of Quality goods with zero defect and durability has increased? Yes/No
3) Competitive edge in the market is satisfactory? Yes/No
4) Cases of labour problem like, grievances, Absenteeism etc, and cases of disciplinary action have came down? Yes/No
5) Employees behaviour and interaction with their supervisors and with of peers, has improved. Yes/No
6) There is a change in development of 'we' feeling, instead of "I" Yes/No
7) Decrease in the habit of hiding once 'We' own mistake by employee and highlighting the mistakes of other's Yes/No
8) Increased awareness to family needs, and more interest in family affairs Yes/No
9) Increased interest in suggestion scheme Yes/No
10) Change and Improvement in the skill and competencies of employee Yes/No
11) Satisfactory performance beyond the assigned role has increased Yes/No

XII) Monitoring HRD Implementation and Changes

1) Do you monitor effective implementation of HRD process regularly? Yes/No
   If yes, do you obtain information through the use of survey/questionnaire/ Any other specify? Yes/No
2) Has mgt. formed task forces/quality circles, collaborative projects? Yes/No
   If yes, do these bodies discuss work related problem at shop floor Like reducing labour problems (alcoholism, Absenteeism, labour Turnover, tardiness, indiscipline etc.) Yes/No
3) Does mgt. conduct survey to diagnose 'organizational health' employee feelings, seeking opinion working conditions, through from employees? Yes/No
XIII) Strengthening HRD Climate Through HRD Systems

1) Performance appraisal system is development oriented
   If yes, has the management constituted any task forces,
   or committee to look into its effective operation
   Yes/No

2) Do you identify training needs based upon Yes/No
   performance appraisal
   Yes/No

3) Does performance analysis feedback offered to concerned
   officials initiate corrective steps?
   Yes/No

4) Do you have system of Job-rotation?
   Yes/No

5) Does it apply to every employee?
   Yes/No

6) Does it create new enthusiasm and change in employee
   Yes/No

7) Does mgt. undertake study and analyse labour problem
   like labour turnover absenteeism, low performance,
   indiscipline and the like
   Yes/No

8) Does mgt. conduct survey of learning environment and HRD
   climate in the organization
   Yes/No