9.3: **Recommendations**

1. RSP needs to emphasize on the employees career development.

2. The training system in RSP needs to be coordinated with the personnel system as a part of the total HRD system to continuously meet the challenges of technological advancements.

3. RSP needs to emphasize on continuous improvement of the efficiency and effectiveness of the training programmes so as to produce high level of work efficiency to meet with the changing job-role demands.

4. Modernization of the training departments, namely, the Human Resource Development Centre (HRDC) and Central Power Training Institute (CPTI) of RSP will add to enhancing their efficiency.

5. Training programmes need to be designed differently as per the needs of different employees based on the length of their experience as well as on the basis of their grades by giving equal emphasis on both executives and non-executives.

6. Providing multi skilling and multi tasking training programmes should be made as a policy in RSP.

7. Communication of organizational priorities to the employees through mass contact exercises with senior management will go long way in helping RSP achieve competitive advantage.

8. Surplus employees from the existing units/departments need to be identified and redeployed by imparting appropriate training.

9. RSP should create an environment of vibrancy and progressiveness by becoming a learning organization.

10. Collecting the feedback and expectations of the participants at the end of each training programme and also from the Heads of Departments by using the ‘Internal Customer Satisfaction Index’ form will be very useful in formulating effective training programmes.

11. RSP should conduct management development programmes for all the levels of employees, with updated contents and coverage for improved the interpersonal skills of the employees.
12. RSP should also conduct need based programmes by applying appropriate learning methods by using modern teaching aids with selected and experienced faculties to eliminate all kinds of distractions for the participants.

9.4: Action Plan

The above recommendations can best be implemented as follows:

1. A separate unit may be created or authority in a manager delegated within the HRDC to work for career development of the employees.
2. A strong and clear cut directive from the top management will help establish the desired coordination between the training and the personnel Departments.
3. Modernization of the training Department is a top management decision which has to be based on a cost benefit analysis.
4. Communication of organizational priorities to the employees is possible through a system of open culture.
5. Identification and redeployment of surplus employees is a top management decision, supported by the Trade Union(s).
6. Creation of an environment of vibrancy and progressiveness shall be the outcome of a learning organization.

9.5: Scope for further research

The findings of this study may not have universal applicability since the study is confined to a definite period and to a definite section of steel industry in India. Hence to arrive at any general conclusion, the hypotheses formulated in this research need further testing by way of additional research in the field of training and organization development in different periods and in different firms of the same industry as well as of other industries. An inter industry study in the field will also be useful.