## Appendices

<table>
<thead>
<tr>
<th>Appendix No</th>
<th>Appendix</th>
<th>Page No</th>
</tr>
</thead>
</table>
| Appendix 1  | Questionnaire I  
| Appendix 2  | Questionnaire II  
Training and Development Practices in Organization. | 297 |
| Appendix 3  | Questionnaire  
For Testing APCPE Model | 303 |
| Appendix 4  | Sample Questionnaire  
Analyzing Employee Readiness for the training | 304 |
| Appendix 5  | Klob Learning Styles Inventory | 306 |
| Appendix 6  | VAK Learning Styles Self Assessment Questionnaire. | 314 |
| Appendix 7  | Check list For Analysis of Learning Transfer Climate. | 318 |
| Appendix 8  | List Of sample companies. | 319 |
Appendix 1

Questionnaire I

Human Resource Development (HRD) Practices in Organization

(Identity of the respondent will be kept confidential and information will not be disclosed anywhere)

This questionnaire is intended to assess the effectiveness of the HRD function in an organization. Questionnaire is administered to line managers as well as HR Manager/personnel

Name of the Respondent : --------------------------------------------------------------

Designation : --------------------------------------------------------------

Name of the Organization : --------------------------------------------------------------

Experience in the present organization: ------------- yrs

Age : ------------- yrs

Gender : Male/ Female

Mention the products of the organization:--------------------------------------------------

Number of the employees in your organization/unit/plant:--------------------------------

Email Id : --------------------------------------------------office No.-------------------

Personal Mobile no (If would like to give): -------------------------------------

Note:

1. Read the statements and Please Tick √ (Yes) in the appropriate response

   1. Not at all
   2. Inadequate
   3. Adequate
   4. very well

2. Response should be consistent with the HRD practices of your organization.
<table>
<thead>
<tr>
<th>HRD philosophy and liaising with top management</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and articulating HRD philosophy for the Organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top Management committed to HRD Function</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communicating HRD philosophy to all staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodically reminding employees about HRD philosophy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Having periodic discussion with top management on HRD practices and Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clarifying organizational values to all employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top management emphasis on seminars, workshops and programmes relating to HRD or other HRD related topics</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creating Development Motivation in line Managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arranging talks or seminars by outsiders on HRD and role of line Managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using in-house news letters to create a learning environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting of line managers frequently to understand their concern and problems of HRD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inviting suggestion from line managers periodically to improve HRD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Experimenting new HRD methods periodically</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visiting other organizations to learn about HRD practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using task force and committees of line managers for improving HRD processes and systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitating line managers to learn from each other through study circles, learning networks etc</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establishing communication mechanisms within the HRD/HRM department to facilitate learning from each other.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen HRD climate through HRD system</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>17. Appraisal system is development oriented</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. Reviewing the implementation of appraisal system periodically</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. Conducting orientation program for all managers on appraisal system</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. Undertaking renewal exercise of performance appraisal through internal taskforce or external consultant</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. Analysing appraisal data for identifying training need</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. Analysing appraisal data to identify biases in rating</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. Communicating the trends in appraisal rating to line managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. Discussing the training needs emerging from appraisal data with line managers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. Analyzing the factors identified by appraisee and appraiser which facilitate and restrain employee performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26. Communicating performance analysis results to respective heads (top management) to initiate corrective action</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Communicating performance analysis to each employee by arranging performance review session</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. Taking initiative and providing assistance to line managers in identifying KRAs/Targets/Objectives etc as a part of performance planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Training has provided to managers for conducting performance review sessions/performance counseling</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30. Considering the performance appraisal rating/scale to take promotional decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31. Giving adequate importance to induction training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32. Systematic Planning of induction training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33. Training is provided to supervisory staff for counseling skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34. Establishing counseling services for workers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
35. Preparing training policy and reviewed it periodically

36. Conducting In-House Training program

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Not at all</td>
<td>Inadequate</td>
<td>Adequate</td>
<td>very well</td>
</tr>
</tbody>
</table>

37. Improving effectiveness of In House Training program through constant review with participants and training faculty

38. Sponsoring the employees for external Training program

39. Providing the training to the employees after systematic assessment of their training needs

40. Assessing Learning style of employees before sending for training

41. Participation of Employees in determining their training need.

42. Employees shown their motivation towards the Training

43. Considering suggestion and expectation of employees before attending the training

44. Post training analyzing the presentation of the participants and made action plan after the discussion.

45. Providing right kind of climate to implement new ideas and methods acquired by employees during training.

46. Conducting briefing and debriefing sessions to motivate employees before sending training program.

47. Identifying and developing potential Trainer among line manager

48. Keeping track of the innovative and outstanding work done by line managers and using it for spreading the learning

49. Formulating job Rotation policies and undertaking job Rotation exercise

50. Conducing role analysis exercise, and improving role clarity

51. Preparing career paths and development plans of employees

52. Undertaking potential appraisal and potential development exercises

53. Improving the communication within the company through
<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletter and other data</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Directing HRD efforts to Goals and strategies of the organizations</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>54. Understanding and clarifying business goals and strategies of the organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>55. Shaping the HRD philosophy to suit the goals and strategies of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>56. Providing inputs relating to people whenever strategic changes are made</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>57. Developing HRD plans which suit to important business decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Monitoring HRD implementation</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>58. Designing questionnaire for monitoring the effectiveness, or effective implementation of various HRD systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>59. Use task force for implementation and monitoring HRD systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>60. Conducting review workshops/meetings for different HRD subsystems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>61. Taking employee feedback on the effectiveness of HRD system</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human process Research</strong></td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>62. Conducting surveys of Learning environment and HRD climate in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>63. Studying Human processes and problems through surveys</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>64. Analyzing exit interview, absenteeism, leaves and such other data for understanding human processes and problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>65. Providing feedback to employees on survey results</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66. Conducting stress audit and stress research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>67. Conducting communication research</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Influencing Personnel Policies</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>68. Providing inputs of performance appraisal for formulating Rewards and recognition policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>69. Helping in formulating promotional policies that create positive climate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>70. Helping in formulating personnel policies (transfers, leaves, perks, working condition) that enhance employee motivation and contribute to good quality of work life</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>71. Coordination of HR/HRD department with other departments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Any suggestion you would like to give to improve HRD Function of your organization

________________________________________________________________________

________________________________________________________________________

Name &

Signature