

Module-III

What is Career Planning

It is the process of setting up career objectives and determining appropriate developmental programs to further ones progress in an organization. Such a planning involves setting up of career objectives, and determining appropriate educational and developmental programs to improve the skills needed to achieve short and long-range career objectives. It is an on-going process to help an employee manage his or her work.

The main characteristics of career planning are as follows:

- ◆ Career planning is a process of developing human resources rather than an event.
- ◆ It is not an end in itself but a means of managing people to obtain optimum results.
- ◆ It is the responsibility of an organisation to provide guidance & counselling to its employees in planning their careers & in developing & utilising their knowledge & skills.
- ◆ The basic aim of career planning is integration of individuals & organisational needs.

Objectives of Career Planning

- ◆ To attract & retain the right type of persons in the organisation.
- ◆ To ensure better use of human resources through more satisfied & productive employees.
- ◆ To have more stable workforce by reducing labour turnover & absenteeism.
- ◆ To increasingly utilise the managerial talent available at all levels within the organisation.
- ◆ To provide guidance & encouragement employees need to fulfil their potentials.
- ◆ To achieve higher productivity & organisational development.

Process of Career Planning

Career planning is a process of human resource development. It is not an end in itself. Being a process, career planning involves certain steps.

The functions involved in each of these steps are as under:

Process # 1. Identification of Individual Needs and Aspirations:

Generally an individual joins an organisation as an employee with the aim to satisfy his own needs and fulfill his aspirations. From the individual side, generally, personalising process works with a much greater force. The personalising process is defined as the process through which an individual actualises himself by making the organisation as its agent.

In this context the term actualise means to fulfill the goals of life, that is, fulfilling needs and aspirations these may be expressed in many forms, such as earning more money, achieving status viewed highly by the society, challenging jobs, higher responsibility, career progression and so on.

Career planning is meant for an individual that should aim at providing such a satisfaction. Therefore, identification of these needs and aspirations may be taken as a starting point from the view of an individual.

Process # 2. Identification of Organisational Needs and Opportunities:

While going through career planning process, the organisation is concerned with own needs and the opportunities that it can provide to individual employees. In case an organisation makes preparation of its long term human resource plan, it will come to know what kind of opportunities it can provide to employees.

Therefore, the organisation may not be in a position to provide career desired and demanded by every individual in the organisation. This phenomenon maybe causing frustration to both the organisation and individuals.

However, much of its frustrating impact can be reduced at the stage of employee recruitment and selection where emphasis can be placed on matching between individual needs and aspirations and organisational needs and opportunities. The nature of organisational jobs are changing rapidly in which people have to match jobs with their multi-skilling rather than matching jobs with individuals.

Process # 3. Assessing Individual Strengths and Weaknesses:

It is necessary to assess his strengths and weaknesses before finalising the career plan for an individual and placing him on career path, strengths and weaknesses. Every individual has certain strengths and weaknesses. Specific feature of strength helps him in achieving his life's goals (in the context of work-life, career goals).

On the contrary to it the feature of weakness produces hindrance in achieving life's goals. While making assessment of strengths, it should be remembered that strengths are not fixed features. Instead they go on changing over the period of time because of continuous learning. Hence the assessment of strength should be made both in terms of present and potential.

Process # 4. Placement on Career Path:

A career path is the logical possible sequence of positions that an individual can hold on the basis of his performance in the organisation. Career path consists of two important elements line and ladder. Line is the field of specialty in which an individual placed like production, marketing, finance, human resource, etc.

Within each line, there are various positions arranged in hierarchical order. Placing an individual on a career path indicates how the individual will progress to those positions. This placing is essentially determined by the alignment of individual needs, his strengths and weaknesses and organisational opportunities.

Process # 5. Review of Career Plans:

Career plans that emerge out of career planning exercise, have long term orientation. A career plan is developed on the basis of assumptions about how the environment relevant to human resource management will behave in future. However, whatever the techniques for forecasting HRM environment are set to use such a forecast may not always match with the actual environmental happenings. Consequently, the career plans may be disturbed.

As such, Review enables the employees to know in which direction the organisation is moving, what changes are likely to take place and what sort of skills are needed to adapt to the organisational needs. So, there must be in-built system of reviewing the career plans periodically in the career planning itself.

A periodic review of career plans is essential for knowing whether the career plans are contributing to the effective utilization of human resources by matching employee needs and job needs.

The steps in career planning are as follows:

1. Preparation of Personnel Inventory – status, duties, qualifications, age, aptitude, ability and acceptability (surplus or shortage). HR planning forms the strong foundation of this stage.
2. Identifying Career Needs – (HR Manager may assist) – This stage involves identifying individual career needs and assessing the potential of the candidates so as to utilize the same for identifying areas of development and growth.
3. Identifying career opportunities in terms of responsibilities and positions within the organization based on individual talents and capabilities.
4. Matching of Employee's Aspirations with Career Opportunities
5. Formulating and Implementing Career Planning Strategies-
 - i. Changes in the career systems by creating new career paths
 - ii. Changing employee needs and aspirations – to help scale down unrealistic goals and/or creating new aspirations
 - iii. Seeking new basis of integration through problem solving, negotiations and

compromise

iv. Training and development to meet individual and organizational needs

6. Reviewing Career Plans

The various stages are as follows:

i. Exploration Stage:

This stage starts after completion of formal or professional education from a college or university and involves the transition period from academics to work life. Generally this stage covers the mid-twenties of an individual's life. The candidate explores relevant opportunities for a job either with the help of his/her institutions help or those from a job consultant.

ii. Establishment Stage:

This stage begins when one individual gets his/her first job. The establishment stage is more of a preparation or learning stage, where an individual accumulates experiences and learnings from his/her employer, colleagues, customers etc. Although this stage might be characterized by committing mistakes; yet it forms an integral part of the learning process of the candidate.

iii. Mid Career:

This is the stage which spans from the early or mid-30s to the 50s of an individual's age. This stage may be characterized either by steady and improved performance or may exhibit declining performance. In case the organization or the peer or support groups provide counsel, help or additional training and development-the performance may also increase leading the candidate back on his/her career track.

iv. Late Career:

Late career can be described as a maturity stage of one's career, where an individual is characterized for attaining a relatively good position and status in the organization where he/she is being employed. The individual at this stage takes up the role of an elder statesperson.

v. Decline Stage:

In this the individual prepares himself/herself for retirement.

TRAINING

Training is the process of increasing the knowledge, skills & attitude of an employees

for doing a particular job. Training is equally necessary for the old employee as well as the new employees. In fact, training is a continuous process it does not stop anywhere.

Objective of Training:-

- (i) To increase the knowledge of workers in doing a specific job.
- (ii) To improve the overall performance of the organization.
- (iii) To improve the new skills among the workers systematically so that they learn quickly.
- (iv) To reduce the number of accidents by providing safety training to workers.
- (v) To make the workers handle materials, machines and equipment efficiently.

Importance of Training:-

- (1) Changing Technology
- (2) Quality conscious customers
- (3) Greater Productivity
- (4) Stable workforce
- (5) Increased safety

(1) Changing Technology:-

Technology is changing at a fast pace. The workers must learn techniques to make use of advanced technology. Training should be treated as a continuous process to update the employees in new methods & procedure.

(2) Quality conscious customers:-

The customer have become quality conscious and their requirement keep on changing. To satisfy the customer quality of product must be continuously improved through training of workers.

(3) Greater Productivity:-

It is essential to increase productivity competition in the market effective training can help increase productivity of workers.

(4) Stable workforce:-

Training creates a feeling of confidence in the minds of workers. It gives them a security of the work place. Labor turnover & absenteeism rates are reduced.

(5) Increased safety:-

Train workers handle the machine safely, to reduce the accidents by providing safety

training to workers. To impart new skills among the workers systematically so they learn quickly.

Types of training:

On the basis of purpose, several types of training programmes are offered to the employees. The important types of training programmes are:

(1) Induction or orientation training:-

Induction is concerned with in traducing or orienting a new employee to the organization and its procedures, rules & regulations. When a new employees reports for work, he must be helped to get acquainted with the work environment and fellow employees. It is better to give him a friendly welcome when he joins the organization, get him introduced to the organization and rules & regulations & working conditions etc. of the organization.

(2) Job Training:-

Job training relates to specific job which the worker has to handle. It gives information about machines, process of production, instructions to be followed, methods to be used and soon. It develops skills and confidence among the workers and enables them to perform the job efficiently.

(3) Apprenticeship Training:-

Under this training both knowledge & skills in doing a job or a series of related jobs are involved. The govt. of various countries have passed laws which make it obligatory on certain classes of employers to provide apprenticeship training to the young combine on the job training and experience e=with class room instructions in particular subjects. In India, there are so may "earn when you learn" schemes both in the public as well as the private undertaking.

(4) Internship training:-

Under this, the education constitute enters into arrangement with an industrial enterprise for providing practical knowledge to its students. Internship training is usually meant for such vocations where advanced theoretical knowledge is to be backed up by practical experience on the job. For instance, engineering & management students are sent to big industrial enterprise for gaining practical work experiences.

(5) Refresher Training:-

As the name implies, the refresher training is rent for the old employees of the enterprise. The basic purpose of refresher training is to acquaint the existing workforce with the latest methods of performing their jobs and improve their efficiency further.

(6) Training for promotion:-

The talented employees may be given adequate training to make them eligible for

promotion to higher jobs in the organization. Promotion of an employee's means a significant change in his responsibilities and duties. The purpose of training for promotion is to develop the existing employees to make them fit for undertaking higher job & responsibilities.

(7) Diversity Training:-

Diversity training considers all of the diverse dimensions in the workplace rare, gender, age, disabilities, lifestyle culture, education, ideas and backgrounds while designing a training programme. It aims to create better cross culture sensitivity with the aim of fostering more harmonious and fruitful working relationships among the firms employees.

(8) Formal & Informal Training:-

Informal training is training by experience which the employee gradually acquires in the course of the actual doing of the work. This has been the traditional method of training and still holds the field to a large extent. This type of training is very hard way of learning & requires lot of persistence and patience on the part of the employees. T is slow, ineffective & frustrating. Formal training, is that kind of training which is carefully planned, arranged and conducted under the expert supervision & guidance.

(9) Short-term & long-term training:-

The difference between short-term & long-term training is a matter of the duration of the training course. The duration of the training depends upon the subject matter & nature of the service. If the training programme is completed in a few weeks 2-6, it is called short-term, if 6 month 1 or 2 years it is called long-term training programme.

(10) Pre-entry & Post entry training:-

Pre entry training seeks to prepare future recruits for the service. In sense, all education at schools & colleges is a sort of pre-entry training seeking to prepare the students.

Post entry training is given after a person joins the service. It is also called in service training. This training is for those who are actually in the job, they are given this training so that they may perform their work properly.

(11) Centralized & Departmental training:-

When training programme made within a department or office, its aim are limited, it is conducted only for its own this type of training is called departmental training. But when training to the officers of many departments is provided by a central training agency, it is called centralized training.

Methods of training:-

On the Job Training

(at the place of work)

- (i) Job instruction Training (JIT)
- (ii) coaching
- (iii) mentoring
- (iv) Job Rotation
- (v) Internship

Off the job Training

(away from the place of work)

- (i) Special Lecture cum discussion
- (ii) conference
- (iii) case study
- (iv) Sensitivity training
- (v) special Project
- (vi) Role Playing (sales)
- (vii) Simulation method
- (viii) In basket method
- (ix) Case study
- (x) Management games

On the Job Training

(i) JIT:-

The JIT method is a four step instructional process enrolling, preparation presentation, performance, follow up. It is primarily to teach workers how to do their current job. A trainer, supervisor or coworker, acts as a coach. (used by the trainer to train employees while they work in their assigned job).

(ii) Coaching:-

Coaching is a kind of daily training and feedback given to employees by immediate supervisors. It involves a continuous process of learning by doing. It is an informal unplanned training and development activity provided by supervisors and peers. (Interpersonal relationship between coach & trainee.)

(iii) Mentoring:-

Mentoring is a relationship in which a senior manager in an organization assumes the responsibility for grooming a junior person, Technical, interpersonal and political skills are generally conveyed on such a relationship from the more experienced person. A mentor is a teacher, spouse, counselor, host, guide,. The main objective of mentoring is to help an employee's attain psychological maturity and effectiveness and get

integrated with the organization.

(iv) Job Rotation:-

This kind of training involves the movement of trainee from one job to another. This helps him to have a general understanding of how the organizations function. The purpose of job rotation is to provide trainee with a larger organization perspective and greater understanding of different functional areas as well as a better sense of their own career objectives and interests. This training gives them a good opportunity to become a multi skilled persons. During the training the trainee are expected to learn about how the department function roles, policies & procedure.

(V) Internship training:

Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

Off the job Training

(i) Special lecture cum- Discussion:-

Training through special lectures is also known as 'class room training'. It is also more associated with imparting knowledge than with skills. The special lecture may be delivered by some executives of the organization.

(ii) Conference Training:-

A conference is a group, meeting conducted according to an organized plan in which the understanding seek to develop knowledge and understanding by oral participation. It is conducted in a big hall where the participants are allowed to exchange their views and raise queries.

(iii) Case Study:-

Under this method he trines are given problem or case which is more or less related to the concepts and principles already taught. They analyses the problem and suggest solutions which are discussed in the class.

(iv) Sensitivity Training:-

Sensitivity training or T-group training is conducted under controlled conditions. It means he development of awareness and sensitivity to behavioral patterns of oneself and others.

➔ To help its members learn how group actually work.

➔ To give each members of the group a chance to discover how other people interpret and are affected by his own behavior.

(v) Special Project:-

Under this method, a trainee may be assigned a project that is closely related to the objectives of his departments. The trainee will study he problems collect and analyze, date and make recommendations upon it. This project would keep in educating he trainee the importance of cost and to understand the organizational relationships with the accounting and other department.

(vi) Role Playing:-

Role playing technique is used for human relations and leadership training. Its purpose is to give trainees an opportunity to learn human relations skills through practice and to develop insight in one's own behavior and its effect upon others. It can be used to human relations training and sales training because both these involve dealing with others.

(vii) Simulation methods:-

A simulation method is used to develop in a controlled environment, a situation that is as near to real life as possible where by people can learn from their mistakes, car, air craft, astronauts they have face the real life situation.

(viii) In basket methods:

This method is used for developing decision making skills among the trainees. In basket training is structured around he frailer receptacle used for collecting incoming mail, memos & reports. Materials that require problem solving are put into an in basket and the trainee plans the role of a manager responsible for solving the problems.

(ix) Management games:-

A management game is a class room exercise in which a number of teams of trainees compete against each other to achieve certain objectives.

(x) Experiential Methods:-

Experiential training methods commonly used in organizations includes case studies, games and simulations, role playing & behavior modeling.

(xi) Computer Based training methods:-

Increasing demands for more knowledge & skilled employees, coupled with the need to cut costs, HRD department in the direction of providing training to memo employees at lower costs. Some of the reasons for this shift to CBT are due to the following belief the organization have about this form of training.

- ➔ Reduces Trainee learning time
- ➔ Reduce the cost of training
- ➔ Provide instructional consistency

→ Increases access to training

Any training that occurs through the use of a computer can be categorized under this method. In fact this is a face to face interaction with a human trainer is not required.

Training needs Assessment:-

Training needs can be identified through this types of analysis.

- (1) Organizational Analysis
- (2) Task analysis/ work analysis
- (3) Manpower analysis/ person analysis

(1) Organizational Analysis:-

It is a systematic study of the organization in terms of its objectives, its resources, resources utilization, growth & its environment organization analysis such:

(a) Analysis of objectives:-

The long term & short term objectives and their relative priorities should be properly analyzed. The management would have to examine what are the specific training proposals that would contribute towards the achievement of these objectives.

(b) Resource utilization Analysis:-

The allocation of human & physical resources & their efficient utilization in meeting the operational target & should be analyzed.

(c) Climate analysis:-

Organization climate reflects the Attitudes of organization members as regards trust, loyalty, openness, commitment to organization goals. Analysis of organization climate should aim at determining whether the environment in different departments conducive to fulfill of their goals. This will help in knowing areas where training is needed to improve the climate of the organization.

(2) Task analysis/ work analysis

(a) Content Analysis:-

This pertains to analysis of documents, laws, procedures used on the job. Content analysis can be best performed leveraging the experience of a worker who performs the job and also the domain knowledge of the subject matter expert.

(b) Training suitability analysis:-

Through this we analysis whether training is the desired solution for HRD. Thus, it is

important to determine whether training will be effective or not.

(c) Cost benefit Analysis:-

This is done through analysis of the return on investment (ROI) of training. Effective training results in a return of value to the organization that is greater than the initial investment to produce or administer the training.

Person Analysis:-

Person analysis directed at determining the training needs of the individual employees. The focus is typically on how well each employee is performing key job tasks, but this process may identify a wide range of both common and unique HRD needs. Someone who can observe the employee's performance on a regular basis is in the best position to conduct a person analysis.

Traditionally, person analysis has involved an employee and their employee's immediate supervisor. Depending on the nature of an individual work that, employees peers, customers & subordinate may also be in a position to provide information that can be used to identify person level needs. In fact an evaluation approach called 360° Performance appraised.

(a) Performance Analysis:-

The main purpose of performance analysis is to evaluate the impact of a job how effectively it is being done or has been done. This step consists of assessing how well the job incumbent has performed the tasks for which he or she is responsible.

(b) Competency Analysis:-

A job incumbent needs different types and level of competencies in order to perform job tasks well. Competency analysis helps in identifying the competencies that are necessary for the tasks that have been delineated.

Competencies can be divided into five main types:

- ➔ Knowledge
- ➔ Skills
- ➔ Abilities
- ➔ Orientation
- ➔ Experiences

360° Appraisal

Superior		
Peers	Employee	Others

Subordinates

Different model of Evaluation:-

Kirkpatrick's model:-(1959)

Reaction:-

Together data on participant's relations at the end of a training programme.

Learning:-

To assess whether the learning objectives for the programme are achieved.

Behavior:-

To assess whether job performance changes as a result of training.

Result:-

To assess costs vs benefits of training programmes, i.e, organizational impact in terms of reduced costs, improved quality of work, increased quantity of work etc.

Kafue mans model:-

(5) Social outcomes:-

It will application of knowledge towards the society & client.

(4) Organizational:-

Achievement of organizational objectives & contributions towards it.

(3) Application:-

Application includes applying into action.

(2) Acquisition:-

Action according to the situation.

(1) Reaction:-

(a) Action according to the situation.

(b) Enabling:-

The quality of H.R. involved in the & the physical facilities provided.

CIRO Model:- Developed by WARRBIRD & Rich man.

Content:-

Basic things like methods materials etc.

Input:-

Acquiring how we are getting.

Reaction:-

Showing action

Out come:-

Application in work, job, organization & environment.

Transfer

Definition:

- A transfer is a change in job assignment. It may involve a promotion & demotion or no change at all in status or responsibility.
- Transfer as a change in job within the organization where the new job is substantially equal to the old in terms of pay status & responsibility.

Transfer Policy:

Every organisation should have a just and impartial transfer policy which should be known to each employee for successful transfer policies, it is necessary to have a proper job description and job analysis.

- (i) Specifically clarify the types of transfers and the conditions under which these will be made.
- (ii) Locate the authority in some officer who may initiate & implement transfers.
- (iii) Decide the rate of pay to be given to the transferee.
- (iv) Intimate the fact of transfer to the person concerned well in advance.
- (v) Be in writing and duly communicated to all concerned.

In making transfers, the usual policy that is followed is to pay to the employee the actual cost of moving the household to the place of transfer.

Procedure for transfer:-

Intra-departmental transfers: on transfer with in the same section of the same department are decided by the foreman or plant manager, and these are effected without the issue of any transfer order to the employee. He may be given oral instruction. The personnel manager, however must be informed of such transfers.

Inter- departmental transfers: or transfer are decided by mutual consultations among the departmental heads/ plant managers when such transfers are of a permanent nature or of long donation. Written under sign by the personnel manager are issued to the employee.

Purpose of Transfer:

(1) To meet the organizational requirement:

Organisation may have transfer employee due to charges in technology, changes in technology, changes in volume of production, production Schedule, production line, quality of product & change in the job pattern.

(2) To Satisfy employee needs:

Employee may need transfer in order to satisfy their desire to work under a friendly superior, in a department/ region where opportunity, for advancement are bright, in or near. Their native place of interest, doing job where the work itself is challenging.

(3) To utilize Employees better:

An employee may be transferred because management feels that his skills, experience & job knowledge could be put to better use elsewhere.

(4) To make the employee more versatile:

Employee may be rolled over different jobs to expand their capabilities. Job rotation may prepare the employee for more challenging assignment in future.

(5) To adjust the workforce:

Workforce may be transferred from a plant where there is less work to a plant.

Where there is more work.

(6) To Provide relief:

Transfers may be made to give relief to employees who are overburdened or doing hazardous work for long periods.

(7) To reduce conflicts:

Where employees find it difficult to get along with colleagues in a

particular section, department or location they could be shifted to another place to reduce conflicts.

(8) To Punish employees:

Transfers may be effected as disciplinary measures to shift employees indulging in undesirable activities to remote, far-flung areas.

Types of Transfer:

(i) Production Transfers:

Such transfers are resorted to when there is a need of manpower in one dept. & surplus manpower in the other. Thus, production transfers are made from a dept. which is overstaffed to the other dept. where manpower needs have increased or vacancies have occurred through separation production transfers, stabilize employment in the organization & so they must be controlled centrally through the personal dept.

(ii) Replacement Transfers:

Transfers caused due to replacement of an employee working on the same job for a long time.

(iii) Rotation Transfers:

Transfers initiated to increase the versatility of employees.

(iv) Shift Transfers:

Transfers of an employee from one shift to another.

(v) Remedial Transfers:

Transfers initiated to correct the wrong placements.

(vi) Final Transfers:

Transfers initiated as a punishment for in disciplinary action of employees.

Promotion:

Promotion means giving higher position to an employees which carries higher status, more responsibility, higher salary.

Types of Promotion:

Dry Promotion:

Where a person is moved to higher level job without increase in pay.

Promotion & up- gradation:

When the scale of salary of an employee increase without corresponding change in job it is called up-grading.

Basis of Promotion:

Merit Based Promotion:

The merit factor requires a good procedure for evaluating the performance of employees. The performance of each employees should be appraised periodically & should form a part of the personnel records. The performance appraisal shoaled cover such factors as output, cooperation, initiative, willingness to accept responsibility & degree of reliability & dependability. This process has been discussed in detail in the chapter on "Performance Appraisal".

Seniority Based Promotion:

Unlike merit & potentiality, seniority can be measured easily. Seniority means length of service of an employee on a particular job. Seniority generally, begins to accumulate as soon as an employee joins the organization. All the organization usually follow this practice. But for bringing definiteness in the promotion policy, it must be in writing & should lay down the factors on which many potential & seniority will be based.

Promotion:-

Promotion means giving higher positions to an employees which carries higher status, more responsibility, higher salary.

Purpose:

Promotion is a vertical move in Rank & responsibility. Promotion may be some measure of skill & responsibility e.g. it may be from a machinist B grade to a machinist A grade or from salesman to a sales manager or from a fitter grade III to a fitter grade II. Promotions are usually given:

1. To put the workers in a position where he will be a greater value to the company.
2. To increase an employees organization effectiveness.
3. To build up morale, loyalty & a sense of belonging on the part of the employees.
4. To promote job satisfaction among the employees & given them an opportunity for on broken & continuous service.
5. To Attract suitable & competent workers for the organization
6. To conserve proved skills, training & ability.

7. To reduce discontent & Unrest.
8. To Attract suitable & competent worker.
9. To recognize an individual's performance and reward him for his work.
10. To provide a process of selective socialization.

Promotion policy/ programme/ procedure:-

The promotion policy should involve six elements:

(1) Promotion Policy statement:-

Which should consider whether vacancies are primarily to be filled up form within an organization or by recruitment from outside.

(2) Establishment as plan of Jobs:-

That is decide on what basis promotions are to be given. Whether on performance appraisal on the basis of confidential records.

(3) Trace Transfer Routes:-

That is having some type of formal and systematic promotion channels. Leaders giving paths of advancement, promotional chants, opportunity chants or fortune sheets clearly distinguish each job and by lines and arrows.

(4) Prepare Employees Advancement:-

Which through the provision of some training, either on the job in professional/ technical institute on through Job rotation or through conferences.

(5) Communicate the policy:-

The organization should communicate its promotion policy either in the form of a manual or in the agreement signed with the union in the form of a set of standing orders.

(6) Detailed personnel and service Records are kept ready:

On the basis of which promotions may be made. In case of performance, intelligence, motivation to words jobs.

Demotion:-

Demotion is just the opposite of promotion. It is a downward movement of an employee in the organizational hierarchy with lower status & lower salary. Demotion is a punishment for incompetence or mistake of serious nature on the part of an employee.

Separation:-

Separation of an employee from the organization occurs when his service agreement with the organization comes to an end because of one reason or the other. Separations arise from;

- Resignation
- Lay-off. (Temporary removal of the pay roll)
- Retrenchment
- Retirement
 - Compulsory Retirement
 - Forced Retirement
 - Pre mature Retirement
 - Voluntary Retirement Scale (VRS)
(golden handshake)

Resignation:

When separation is initiated by the employee himself, it is termed as resignation. Although some resignations may permit an organization to rectify mistakes in procurement of personnel or to bring men back into the affected unit but excessive turnover may prove costly to the organization.

Sometimes, there are unavoidable resignations such as those for reasons of marriage or for entering a different career. In any case, it is better to conduct "exit Interview" to obtain data. For analyzing causes of turnover.

Lay-off:

The purpose of lay off is to reduce the financial burden on the organization in the event that human resources can't be utilized profitably. According to sec. 2 (k) of the ID Act 1947, lay-off means the failure, refusal or inability of an employer on account of shortage of coal, power or raw materials or accumulation of stocks, breakdown of machinery or by any other reason to give employment to a workman whose name appears on the muster rolls. Lay off means temporary separation of the employees and it may later on lead to retrenchment of the employees. Lay off involves temporary removal from the pay roll of the people with surplus skills.

Retrenchment:

Retrenchment is the permanent termination of an employee's services due to economic reasons. It should be noted here that termination of services on disciplinary grounds, illness, and retirement winding up a business doesn't constitute retrenchment. In an organization 100 or more persons, the ID Act 1947 makes it obligatory for the employer to give advance notice or pay equivalent wages before the actual lay off date. To claim 50% of basic wages plus DA the workman must present himself on the last warning day at the appointed time inside the factory/ office premises during the lay off period.

Retirement:

Majority of the separations of employees from the organization are by way of retirement. Every organization should have clear-cut rules as to retirement & it should help the employees to adjust himself after retirement. Employees who have rendered services to the organization for a no. of years expect the organization to provide for their future, when they have retired.

(a) Compulsory Retirement:

The employee must retire compulsorily after attaining a specific age. In central govt. & state govt. offices, the retirement age is 60. Managerial or technical personnel may be reemployed after the period of service if the contract of service is over.

(b) Forced Retirement:

If an employee is found quality either in court of law or has violated the conditions enumerated in the service agreement; he may be forced to retire from the service with or without any benefit, through he has not attained the retirement age.

(c) Premature Retirement:

If an employee becomes disabled in an accident or due to some disease, he may be given the option of retiring by the management before attaining the retirement age with full benefits of retirement. There may be some other personal reasons also for premature retirement such as had health, family problem etc.

Organizational Citizenship Behavior

organizational citizenship behavior (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. Most employees understand that their primary duty is to do the work that is assigned to them, stay away from behaviors that could be deemed troublesome, and deliver work that is acceptable and beneficial to the organization.

Organizational Citizenship Behavior Types and Examples

There are various ways the employees can show organizational citizenship, but there are five agreed upon types and principles that employees can exemplify when engaging in OCB. They are related to some of the common links from an earlier cited study. Each one also includes an example of how a worker could utilize this principle in their workday.

1. Altruism

This type of Organizational Citizenship Behavior is when a person decides to help someone else without expecting anything in return. In a business setting, this would likely take the form of a worker choosing to help a co-worker finish a project or a set of tasks even though the work does not necessarily relate to what they need to get done in their regular workday.

2. Courtesy

This is when a worker is considerate or polite to those they work with. This could look like a worker taking care to watch their noise levels if they need to speak on the phone with clients or checking in with co-workers about a troubling personal issue that could impact their performance.

3. Sportsmanship

This principle means an employee decides to stay in good spirits even when something does not go their way, or when something that creates a considerable amount of annoyance or frustration. In a regular business setting, **this could be exemplified by a worker refraining from complaining or gossiping about a rejected project proposal.**

4. Conscientiousness

When employees go above and beyond, the quality of conscientiousness is likely at work. Coming into work early to finish a project, working to ensure team goals are exceeded for the quarter, developing a new way to approach a process or procedure even when this duty is not outlined in their job description are all ways that workers can exemplify this trait.

5. Civic Virtue

This is when a worker represents the company they are associated with in a positive light. This could occur within or outside of the business. It encourages a sense of community and strong interpersonal ties between co-workers. Employees could engage in this type of Organizational Citizenship Behavior by speaking favorably about the organization to those outside of it, participating in charity projects the company participates in, and planning or attending company-sanctioned social events.

HRIS

The Human Resource Information System (HRIS) is a software or online solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions within a business. It is useful for all processes

that you want to track and from which you hope to gather useful and purposeful data.

Objectives of Human Resource Information System

The objectives of a human resources information system software are to collect data and make it easily accessible. HRIS typically collects and manages employee data: names, addresses, Social Security numbers or equivalent identifiers, visa information and records on dependents.

HRIS also has functions for managing recruiting, applicant tracking, attendance, time management, performance appraisals and benefits.

Benefits of HRIS

The importance and benefits of having HRIS within an organization are that it makes finding and managing information easier for HR, which benefits the employees they work with too.

- **Organization.** With all the information in a single database, it's easier for HR to find the information they need, track how it's handled and update it when necessary.
- **Accuracy.** If HR has to transfer information between multiple software systems or software and paper files, errors inevitably creep in. Using one single system eliminates that problem. As more functions are automated, there's less need for manual data entry, which also reduces errors.
- **Security.** Paper files are easy to access, even by people who have no right to the information. HRIS can restrict access to those who need to know.
- **Saving time.** Accrued time off and the unused balance are easier and faster to track and adjust with a computer than with a spreadsheet.
- **Compliance.** Good HRIS vendors keep the software updated to comply with relevant government regulations.
- **Employee satisfaction.** The easier it is for employees to deal with HR and get information like their PTO balance, the happier they'll be working for you.

Competency Mapping

Definition: Competency mapping identifies an individual's strengths and weaknesses. The aim is to enable the person to better understand himself or herself and to point out where career development efforts need to be directed.

Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A competency is defined as a behavior (i.e. communication, leadership) rather than a skill or ability.

Objectives

The objectives of competency mapping are to help a business become more efficient, effective and competitive. It starts with a set of high-level core competency standards such as innovation, creativity, technical expertise, quality and a customer-oriented focus, all of which reflect strategic business goals. Through the process of competency mapping these goals become employee performance benchmarks. Managers use these benchmarks to identify training needs that ultimately increase the productivity and performance of employees and the efficiency, effectiveness and competitive nature of the business as a whole.