

HUMAN RESOURCE PRACTICES - TRAINING AND PLACEMENT

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ABSTRACT

The human resources or human relations department oversees a number of functions within the organization, including hiring, training, monitoring certain policies and even handling disputes. In addition, the human resources department must keep company employees updated on certain laws, such as safety and discrimination. Therefore, it is essential that all human resource managers and employees get the appropriate training. Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development. Placement basically refers to the system of assessment and selection by which vacancies are filled by staff serving in an organization. Placement can also be defined as the internal filling of vacancies as distinguished from external recruitment. Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

KEYWORDS: Human Resources Department, Safety & Discrimination, Acquisition of Knowledge, Internal Filling of Vacancies and Assigning Jobs

INTRODUCTION

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. HRM can also be performed by line managers. HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. HRM is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. HRM is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic and HRM metrics and measurements to demonstrate value.

TRAINING

Training and development refers to the practice of providing training, workshops, coaching, mentoring, or other

learning opportunities to employees to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability and within standards set by local, state, Tribal, Federal and licensing organization guidelines. Training and development activities provide all involved system of care parties with the tools they need to develop professionally, increase their knowledge, effectively work with families, and build their capacity to perform the tasks associated with their positions within the system of care. Since a system of care operates within an existing human service agency, it is expected that most human resource issues, such as hiring, benefits, staff recognition, and performance appraisal issues, would be handled within the agency’s human resources department. It would be important to make sure that system of care principles are infused into the day to day practices of human resources personnel. It is worth noting that many systems of care have developed recognition and award programs for individuals who have exceeded expectations in their system of care efforts. Conventional 'training' is required to cover essential work-related skills, techniques and knowledge, and much of this section deals with taking a positive progressive approach to this sort of traditional 'training'. Importantly however, the most effective way to develop people is quite different from conventional skills training, which let's face it many employees regard quite negatively. They'll do it of course, but they won't enjoy it much because it's about work, not about themselves as people. The most effective way to develop people is instead to enable learning and personal development, with all that this implies. So, as soon as you've covered the basic work-related skills training that is much described in this section - focus on enabling learning and development for people as individuals - which extends the range of development way outside traditional work skills and knowledge, and creates far more exciting, liberating, motivational opportunities - for people and for employers. Rightly organisations are facing great pressure to change these days - to facilitate and encourage whole-person development and fulfillment - beyond traditional training.

In a nutshell, Human Resource training and development should be of such nature that it should oil the human resources machinery making it something that takes the organization forward. If Human Resource training and development is not professional or appropriate; the result is a bureaucratic setup that is a hindrance to everyone in the organization. Rather than get mired in mindless formalities; HR should facilitate the growth of the organization, for all of which Human Resource training and development is the foundation.

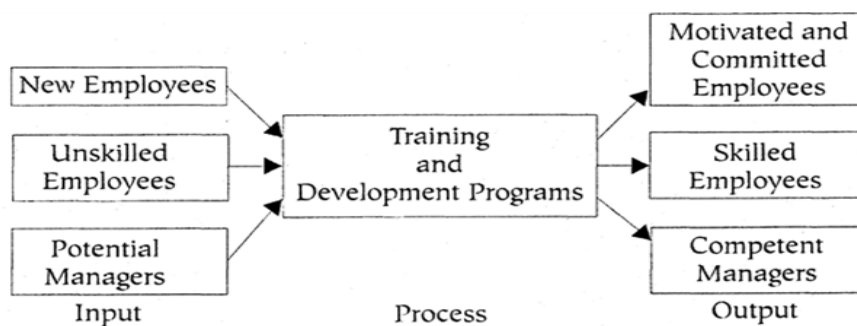


Figure 1

Human Resource training and development is the imparting of necessary knowledge and skills to a human resource professional in the organization. This is necessary for a number of reasons. HR professionals are very important for the organization. They need continuous upgrade of their skills and attitudes. Training them to bring them on par with the organization's goals and in tune with the industry trends is necessary, since well-equipped HR professionals are the means to ensuring optimal performance from the organization's employees.

Training is a process of learning through a sequence of programmed behaviour. It is aimed at increasing the skills and knowledge with a view to do a particular job. The basic purpose of training is to fill the gap between the present capabilities of an employee and the requirements of a job. Training is imparted with the following objectives: It aims at increasing productivity and improving the quality as the better trained employees are less likely to make mistake. Training also helps an organization in the fulfillment of its future personnel needs. It improves the organizational climate and also improves the health and safety of the workers. Training also allows a chance for the personal growth to an employee. With better skills acquired through training the employee also has better chances of future growth.

RECRUITMENT TECHNIQUES

Since HR is engaged in what is perhaps the most important task for the organization –that of selecting employees who will become valuable resources –Human Resource training and development has to be focused on the right techniques for recruitment. Human Resource training and development should include ways by which the HR professional goes about finding the right candidate for every position in the organization. This technique is not about just posting requirements on jobsites and bringing the candidate to the interview panel. Each interview has to be meaningful and effective. It is a session in which the employees who are going to become part of the organization are selected. For this to be meaningful, Human Resource training and development should be such that even a junior HR professional in the organization is able to make the right choice. Human Resource training and development should be focused on training the HR professional to understand requirements threadbare from the organizational perspective.

Send the Right Candidate for Next Round

The HR professional who is in charge of recruitment should be able to gather requirements from respective managers. When the candidate is finally passed on to the manager for a further round; there should be very less wastage of time. For this to happen, the HR professional should be in complete sync with the requirements. Technical or non-technical, the requirement should be thoroughly understood. When HR interviews a candidate, it should be a formality for the higher up manager to whom the candidate will eventually report. This is a technique that Human Resource training and development within the organization has to hone in the HR professional.

POLICIES AND REGULATIONS

Another important work of HR's is to enforce policies and regulations. For this too, the HR of the organization has to be thoroughly trained. Human Resource training and development should be of such quality and relevance that no regulation should be out of place with the employees or out of alignment with company vision. In the first place, HR formulates rules for the organization. Although it makes rules and regulations in consultation with management; it should ensure that these reflect the organization's culture and are employee-friendly.

Staying Tuned to Organization is Important

When a policy is unpopular, it is HR which gets rapped. Human Resource training and development should be such that these rules are not only in line with the organization's ethics and image; they should be popular with employees, as well. In fact, Human Resource training and development should be of such standard that it should be able to identify any discrepancy and be able to come up with suggestions to managements at the time of formulation itself. All this would become possible only with sound Human Resource training and development.

Placement

Placements are also important for employment agencies, especially executive search firms, a type of employment agency that specializes in recruiting executive personnel for companies in various industries. Executive search agents/professionals usually have a wide range of personal contacts within the area in question, and a detailed specific knowledge of said area, and typically operate at the most senior level. Executive search professionals are also involved throughout more of the hiring process, conducting detailed interviews as well as only presenting candidates to clients where they feel the candidate in question will fit into the employment culture of the client. Compensation methods for recruiters specializing in direct hire placements fall into two broad categories; contingent and retained. Retained recruiters present opportunities and oversee the interview and placement process for their clients. The contingent recruiter can earn as much as 10%-35% of the candidate's first year base salary or total remuneration as a hiring fee. Placement is highly significant in the HR process because it improves employee morale, helps in reducing employee turnover, reduces absenteeism, and reduces accident rates, as well in avoiding a misfit between the candidate and the job. It helps the candidate to work as per the predetermined objectives of the organization. Usually the placement process starts after an applicant is selected, the offer is made to him and it is accepted. Once an employee is selected and placed on an appropriate job, the process of familiarizing him with the job and the organization is known as induction.

How to Improve the Placement Services in Educational Sector

The term placement refers to the assigning of a worker to the job for which he is judged best fitted. Fitness includes the individual's satisfaction as well as his abilities in relation to the job. Thus in placement service two things are important: (i) fitness for the job and (ii) satisfaction of the individual, who is fitted for a particular job. Placement service includes educational placement and vocational placement. Vocational placement implies that while assigning an individual to some job care must be taken to select for him a job or occupation for which he is best fitted and which will provide him job satisfaction.

Educational placement, on the other hand is a service which aims at placing the individual in appropriate courses or educational situations which best suits to the ability and taste of the individual student concerned. Keeping in view different vocational goals, educational placement of the students takes place. Students get proper education and training before their job placement. Thus job placement and educational placement go, hand-in-hand.

Aims of Placement Service

Placement service is a process, which helps for the realisation of the aims of guidance and counseling in respect of job-placement of the students. Thus its basic objective is welfare and adjustment of the individuals in the context of a job for which he is best fitted and from which he gets satisfaction.

TYPES OF PLACEMENT SERVICE

Educational Placement Service

As discussed earlier, educational placement is provided to the pupils keeping in view their vocational goals. Taking into considerations the education and experience of an individual job placement is made. Educational placement involves placement of the pupils in regular courses, in different curricular and co-curricular activities and in further education. Thus educational placement service is provided to all the pupils of all grades.

CHARACTERISTIC OF EDUCATIONAL PLACEMENT SERVICE

- It helps pupils in selection of school subjects.
- It helps pupils in their transfer from one grade to another grade or from institution to another institution.
- It helps pupils for their preparation in the next course.
- It develops interests among the pupils for community service.
- It helps the pupils to find part time employment.
- It helps the pupils for their participation in different co-curricular activities.
- It helps the students to enter into vocational schools of training, different training institutions and colleges.
- It helps pupils in locating and securing employment when they leave their schools.

Vocational Placement Service

Vocational placement means assigning the individuals to some job for which he is most fitted and which will give him full satisfaction. One of the primary considerations at the student's learning centre is to guide the pupils after their completion of education for proper vocational placement. This service helps the students in locating and securing employment, when they leave the school. Even it helps the student to get part-time employment.

MOST IMPORTANT CHARACTERISTICS OF VOCATIONAL PLACEMENT SERVICE

- Students do not get opportunity to get information about vocational situations after completion of their education. Vocational placement service helps them to get suitable jobs.
- It helps the students to adjust themselves to the new environment.
- It provides necessary information's about vacancies existing in different occupations, organizations and departments.
- It also collects necessary information's about the students of a particular institution in respect of their abilities and interests in different jobs.
- The society gets benefit from placement service. The members of the society become more skilled and productive, when they are helped in getting jobs most suitable for their training and capacities.
- Placement service is also very helpful to the employers. They are benefited because they get capable and adequately trained personnel without much difficulty.
- Students are provided job-information from the newspapers, special bulletin, audio-visual-aids and publication of hand book containing job-information.

IMPORTANCE OF HUMAN RESOURCE TRAINING

Human resource training is particularly important with respect to selecting, interviewing and hiring new employees. People who work in human resources must be able to find the right candidates for a wide spectrum of job openings. These individuals must know how to ask appropriate questions, evaluate a job candidate's responses and

determine if the candidate gets past the screening process. For example, human resource managers must not ask questions about a person's age or religion, according to the article titled "Don't Ask a Job Applicant These Questions" at the Microsoft Business website. Asking the wrong question could elicit a potential law suit.

Function

Human resource training is also important because the department usually develops pamphlets on company policies. For example, human resource employees must learn the company's policy on sexual harassment, employee dating or even discrimination. Human resource personnel must also learn the various training methods of a company, so they can set up training for new employees. Paperwork must be completed, including W-2 forms and I-9's, which help verify whether employees are legally eligible to work in the United States. Human resource managers must also learn how to set new employees up with email and voice mail, or how to order the employee's computer and supplies.

Identification

The importance of human resource training is also evident with health benefits. Health and other benefits are often quite extensive and confusing. Human resource employees must be trained on filling out various forms, so they can instruct new-hires on the paperwork. Moreover, these professionals must also learn how to evaluate various benefit programs to potentially save the company money.

Considerations

Human resource training is also important for teaching human resource employees about various safety issues. Some company employees, especially those in factories, have to lift objects repetitively or work with hazardous substances like chemicals. The human resource manager and other department personnel must learn the various safety procedures for their industry, based on guidelines set forth by the Occupational Safety and Health Administration. Companies can be fined or even sued for not following the proper safety procedures.

Prevention/Solution

Human resource professionals must also be trained to resolve employee conflict. In most disputes, perceptions tend to create problems, according to Berkley University's Human Resource department. For example, two employees in a factory may be arguing about who should clean up a spill that occurs between them on the assembly line. The spill may have been an accident, but both employees think it's the other's fault. The human resource manager must know how to discuss issues privately with individuals and come to a resolution. Otherwise, employee conflicts will cause disruption and even hamper productivity.

STEPS INVOLVED FOR CONDUCTING TRAINING

Training is not a one sort affair; rather it is a step-by-step process that will complete only after successful completion of given sequential activities.

Identifying Training Needs

Training need is a difference between standard performance and actual performance. Hence, it tries to bridge the gap between standard performance and actual performance. The gap clearly underlines the need for training of employees. Hence, under this phase, the gap is identified in order to assess the training needs.

Establish Specific Objectives

After the identification of training needs, the most crucial task is to determine the objectives of training. Hence, the primary purpose of training should focus to bridge the gap between standard performance and actual performance. This can be done through setting training objectives. Thus, basic objective of training is to bring proper match between man and the job.

Select Appropriate Methods

Training methods are desired means of attaining training objectives. After the determination of training needs and specification of objectives, an appropriate training method is to be identified and selected to achieve the stated objectives. There are number of training methods available but their suitability is judged as per the need of organizational training needs.

Implement Programs

After the selection of an appropriate method, the actual functioning takes place. Under this step, the prepared plans and programs are implemented to get the desired output. Under it, employees are trained to develop for better performance of organizational activities.

Evaluate Program

It consists of an evaluation of various aspects of training in order to know whether the training program was effective. In other words, it refers to the training utility in terms of effect of training on employees' performance.

Feedback

Finally, a feedback mechanism is created in order to identify the weak areas in the training program and improve the same in future. For this purpose, information relating to class room, food, lodging etc. is obtained from participants. The obtained information, then, tabulated, evaluated, and analyzed in order to mark weak areas of training programs and for future improvements.

IMPORTANT TYPES OF TRAINING METHODS

On the Job Training (OJT)

In this method a trainee is placed on the job and then taught the necessary skills to perform his job. Thus in this method the trainee learns by observing and handling the job under the guidance and supervision of instructor or a supervisor. Thus it is also called the learning by doing method. Techniques like coaching, committee assignments and job rotation fall under this method. Job instruction training, (JIT) is also a popular form of the job training. JIT is used for imparting or improving motor skills with routine and repetitive operations. While on the job training allows a trainee to learn in the real environment and handled real machines. It is also cost effective as no extra space equipment personnel or other training facilities are required for imparting this training. The employees also learn the procedures and rule and regulations in this training.

There are some limitations also in this method. The noise at the real work places makes it difficult for the new employee to concentrate and there is danger that the employee under training might cause damage to equipment or other material.

Vestibule Training

In this method a training centre which is known as vestibule is set up where real job conditions are created and expert trainers train the new employees with equipment and machines that are identical with the ones that employees will be using at their work place. This allows the trainees to concentrate on their training because there is no noise of the real work place. At the same time the interest of the employee remains quite high as real work place conditions are simulated in this training. It also saves new employees from a possible injury or any damage to the machines at the real work place. Vestibule training is beneficial for training a large number of employees in a similar type of job. But vestibule training involves the lot of expenditure as expert trainers along with the class room and equipment are required to simulate the real work place environment which is very difficult to create.

Apprenticeship

It is the oldest and most commonly used method of training in technical areas and crafts and trades where the skills of the job are learnt over a long period of time. The industrial training institutes (ITI) provide this kind of training in India. The apprenticeship act 1962 requires the employers in certain industries to train a particular number of persons in specific trades. For trades like mechanist, tool makers, carpenters weaver, Jeweler, Engraver, this type of training is very helpful. Apprenticeship helps in maintaining a skilled work force and is a combination of both theory and practical. It also results in high level of loyalty by the employees and increases their chances for growth but it is time consuming and extensive method. Many persons leave this training in between because of the long training duration.

Class Room Training

It is provided in company class rooms or educational institution through lectures audio visual aids, case studies and group discussion. It is very helpful and teaching problems solving skills and new concepts. It is also useful in orientations and safety training programs. For teaching new technologies to software professionals, class room training is often used.

Internship

It involves training the colleges or universities pass outs about the practical aspects of their study. This method of training provides a chance to the students to implement the theoretical concepts that they have learnt during their study. Thus it balances the theoretical and practical aspects of the study. Professional likes chartered accountants, MBA's, company secretaries and doctors are given training through this method.

PLACEMENT PROCESS

Placement process consists of two or more rounds depending on the company. Each round has specific purpose and candidates will be forwarded to next round only if they clear current round. Below are the rounds that companies might keep for candidates. (Remember companies does not keep all round mentioned below they only conduct at most three rounds)

- Aptitude round
- Group discussion
- Technical round

- Technical interview
- Managerial round
- HR interview

Below are the lists of some companies' placement process

Table 1

Infosys	IBM	TCS
Aptitude Test	Written test (Aptitude)	Written Test
HR interview	Group discussion	Technical interview
	Personal interview	MR (Managerial)
		HR Interview

Aptitude Round

The purpose of this round is to test the candidate's ability of problem solving. This round contains the multiple choice questions of quantitative, verbal, reasoning. The lists of chapters are given below.

Quantitative

Table 2

Numbers Theory	Clocks and Calendars	Basic Geometry
Averages	Profit and loss	Mensuration
Ratio, Proportion & Variation	Interest and discounts	Co-ordinate Geometry
Mixtures & Alligation	Partnership	Permutation & Combination
Time and work	Progression	Probability
Speed, time and distance	Quadratic equations	In equalities
Pipes & Cisterns	Functions	

Verbal Ability and Reading Comprehension

Verbal ability mainly tests your English grammar and understanding skills of English

- Fill in the blanks
- Synonyms and Antonyms
- Analogies

Data Interpretation

In this section data is presented before you in the various forms such as tables, Pie charts, graphs.etc.. The DATA can be presented in any of forms below.

- Tables
- Graphs
- Pie charts
- Bar charts
- Mixed charts

Data Sufficiency

In Data sufficiency questions you will be presented with a statement that is followed by two other statements, the candidate has to tell whether the given statements are enough to solve the question. Interestingly he doesn't need to solve the question but he/she has to answer whether this question is solvable or not. This type of question tests confirms candidates.

Analytical and Logical Reasoning

In this section, questions will be given to test your ability to solve the logical problems and analytical problems. The logical puzzles are given followed by some typical questions, you need to interpret the logic and answer the questions. The puzzles can be of various types, such as Direction Puzzles, Relations ship puzzles, symbol based problems.

- Puzzle test
- Coding-decoding
- Blood relations
- Day sequence
- Directional sense test
- Symbol based problems
- Syllogism
- Cubes and dices

Group Discussion

As a professional in the working world, there will be times when you will be required to participate in group discussions. So companies test your ability to express your thoughts in a group. Go through the tips given in this site for group discussion

Technical Round

This round consists set of technical question on your area of specialization (computers, mechanical.Etc).

Technical Interview

A panel of two or more people will be asking questions related to your field. Questions will be on fundamentals of your subject but not straight, Interviewers will twist question to make you confuse. Lot of people say if you are good in fundamentals then this round is pretty easy to pass through

Managerial Round

Managerial round tests your level of confidence and ability to manage your stress. They will ask about your academics, final year projects, fundamentals and paper submissions.

HR Interview

HR interview tests your interest and enthusiasm to work for their company. Interviewers put normal questions but

they expects answer which shows your interest on work.

Some of the HR questions are

- What are your week points?
- What is your reaction when one rectifies your week points?
- How do you react when a misunderstanding is happened in a group work?
- Give some example on you real life?

IMPORTANT NEEDS FOR TRAINING

It is important that employees be induced into training programmes to improve their job knowledge, skills and future performance. The need for proper training is emphasised as follows:-

Increased Productivity

Adequate training increases skill which improves both the quality as well' as quantity of the product, due to increase in the level of performance.

Improvement in Employee Morale

Training improves needed skills which build up confidence and satisfaction. This in turn develops enthusiasm and pride which are indicative of high morale.

Availability for Future Personnel Needs of the Organisation

Good training programmes develop employees and prepare them for future managerial and executive positions. Accordingly when the need arises for personnel changes, the internal sources can be utilised more effectively.

Improvement in Health and Safety

Proper training can help prevent industrial accidents and create a safer work environment. Skilled and knowledgeable workers are less prone to accidents.

Reduced Supervision

A trained employee supervises himself. He is responsible and expects more freedom and autonomy and less supervision. This creates a spirit of participation and team work

Personal Growth

The training programmes give the participants a wider awareness, a sense of self satisfaction and fulfillment, an enlightened philosophy and a value system that are the apex of the personal growth.

Organisational Stability

Training and development programmes foster the initiative and creativity of employees which increases a sense of belonging thus preventing manpower obsolescence. There is no greater organisational asset than that of trained and motivated personnel.

CONCLUSIONS

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers find the development opportunities expensive. Employees also miss out on work time while attending training sessions, which may delay the completion of projects. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment. Most employees have some weaknesses in their workplace skills. A training program allows you to strengthen those skills that each employee needs to improve. A development program brings all employees to a higher level so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks. Providing the necessary training creates an overall knowledgeable staff with employees who can take over for one another as needed, work on teams or work independently without constant help and supervision from others. An employee who receives the necessary training is better able to perform her job. She becomes more aware of safety practices and proper procedures for basic tasks. The training may also build the employee's confidence because she has a stronger understanding of the industry and the responsibilities of her job. This confidence may push her to perform even better and think of new ideas that help her excel. Continuous training also keeps your employees on the cutting edge of industry developments. Employees who are competent and on top of changing industry standards help your company hold a position as a leader and strong competitor within the industry. A structured training and development program ensures that employees have a consistent experience and background knowledge. The consistency is particularly relevant for the company's basic policies and procedures. All employees need to be aware of the expectations and procedures within the company. This includes safety, discrimination and administrative tasks. Putting all employees through regular training in these areas ensures that all staff members at least have exposure to the information. Employees with access to training and development programs have the advantage over employees in other companies who are left to seek out training opportunities on their own. The investment in training that a company makes shows the employees they are valued. The training creates a supportive workplace. Employees may gain access to training they wouldn't have otherwise known about or sought out themselves. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs.

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