

Organisation of Engineering Systems and Human Resources Management
Department of Management
Prof. Vinayshil Guatam
Indian Institute of Technology, Delhi

Module - 3
Human Elements of Functioning Organizations
Lecture - 28
Concerns of Recruitment, Selection, Skill Formation and Redeployment (Contd.)

We now, we enter the concluding segment of the treatment of the subject, recruitment selection skill formation and redeployment. In this unit of presentation, I am going to cover skill and redeployment.

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Skill Formation

- ❖ An organization's capacity is its potential to perform.
- ❖ Organization's ability to successfully apply its skills and resources to accomplish its goals and satisfy its stakeholders' expectations.
- ❖ Organization's performance is influenced by its capacity, internal environment, and the external environment in which it operates.
- ❖ Organization's capacity can also be understood and measure in terms of competency at different level in organization.
- ❖ The aim of capacity development is to improve the potential performance of the organization as reflected in its resources and its management.

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Let us look at what the skill formation contents are in a work situation and how it is developed. An organization's capacity is its potential to perform. This is one of the classical statements of management, which can never be over looked. The capacity of an organization is not its actual performance, but its potential to perform. If it is a potential to perform, then this potential has to be converted in to a strategic advantage, which can only be skills.

An organization's ability to successfully apply these skills under sources to accomplish its goals and satisfies stake holders expectations are the essence of its existence. If an organization can neither satisfy the expectations of the stake holders of the organization

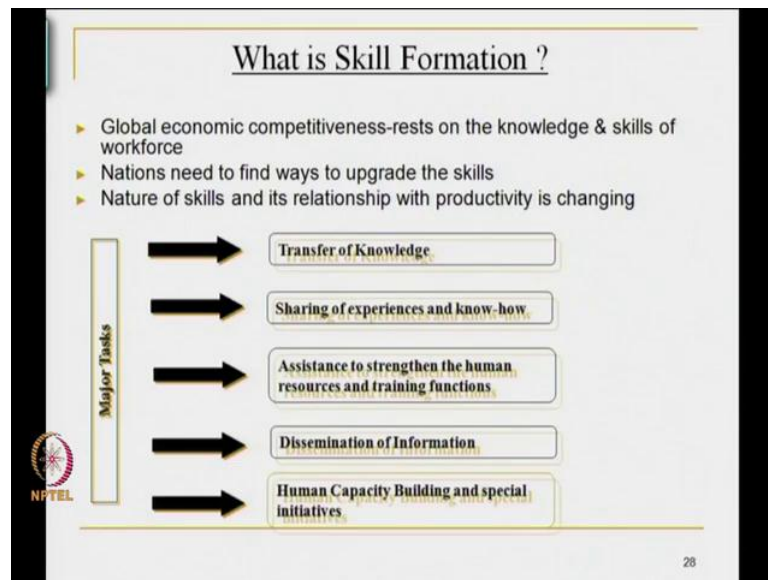
nor accomplish the goals, what can be the justification for the existence of an organization? An organization's performance is therefore influenced by its capacity, internal environment and the external environment, in which it operates. The capacity of performance is an organization's basic strategic advantage. It determines the internal environment. It is a factor of the external environment.

An organization's capacity can also be understood and measured in terms of competency at different levels in organization. So, here you enter a differentiated concept of an organization. An organization is not just a unified whole in terms of its performing rhythm, but in terms of different levels, an organization may have a very good set of workers, but a poor capacity can be there at the level of the supervisors and vice versa.

You can go up the various scalar principles of organization and come to an obvious conclusion that unless the capacities at different levels are synergistically linked, you have at hand a situation where organization's performance at one level will not be matched by organization's performance at another level. Therefore, the overall results would be less than satisfactory.

The aim of capacity development is to improve the potential performance of the organization as reflected in its resources and its management. If an organization cannot convert its potential into performance, it would be a fair reasonable to conclude that the organization is not likely to survive long. Putting it in a schematic form would lend some clarity to the understanding.

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Observe this diagram, which talks of what is skill formation. Global economic competitiveness rests on the knowledge and skills of the workforce. Nations need to find ways to up upgrade the skills. The nature of skills has to do with its relationships with productivity and that too in a dynamic environment. How this integration does take place? The integration takes place with the reference to the major tasks. The major tasks are aligned in the following manner with the operational situation.

Transfer of knowledge, strategic sharing of experience and know how, assistance to strengthen the human resources and training functions, dissemination of information human capacity building and special initiatives. Let us pause there because each of these 5 elements is a universe in their own right. You heard me say that just as nations need to find ways to upgrade the skills, the nature of skills and its relationships with productivity is a changing one and the connectivity is through.

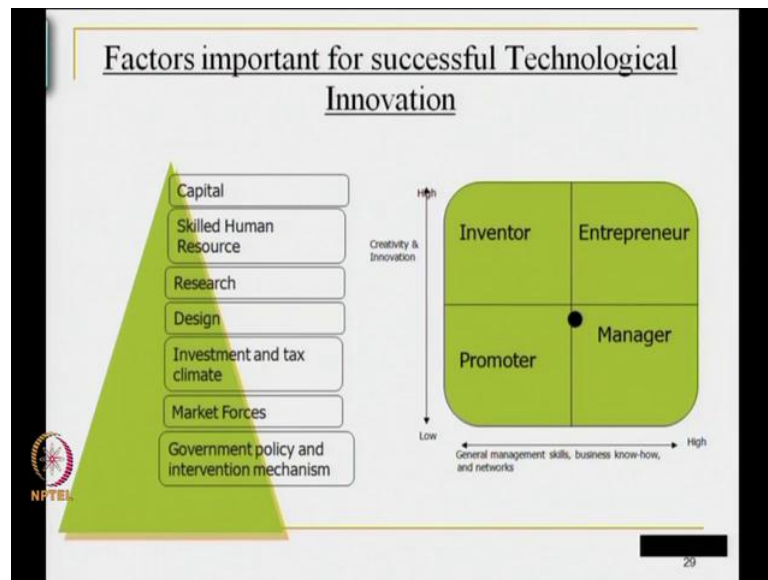
The major tasks sound a fairly complicated formulation to accept, but on the balance not such a complicated task at all. Major tasks have to be correlated with transfer of knowledge, transfer of knowledge in terms of getting the latest and the best. The latest and the best necessarily do not have to be the biggest. Transfer of knowledge relevant through the situation has to take place. This has been progressively captioned as knowledge management. Many organizations have set up knowledge management processes within their organization.

Sharing of experiences and know how is not to be confused with transfer of knowledge. Transfer of knowledge very often builds up on transfer of information. But, sharing of experiences and know how is more an exchange process. The sharing of experiences usually takes place at a peer level, usually takes place in a manner where organizations even operating under different technologies compare experiences say in blast furnaces operation or the different ways of passing oxygen, over heated big iron to expedite the processes.

The technicalities of the operation, of value addition of raw iron into steel are not something which can be gone into here, but the illustration is simple. Experiences are with reference to the handling of certain technological processes or certain managerial processes and above all, the need to understand that sharing of experiences is an important tool in understanding how to operate a system better. Then, there is the assistance to strengthen the human resources and training function, which is why continuous skilled formation requires continuous training inputs.

Training and development has become an integrated function. Dissemination of information is important because it helps to know what is happening on the supply chain. It helps to know what is happening in the market and above all, it helps to know what is happening in the organization. Human capacity building and specially initiatives are an essential part of organization development. Unless this happens, it will be impossible to take the organization forward. Human capacity building is not a onetime effort. Therefore, I will leave this for a few moments here longer so that you can absorb it before I move forward.

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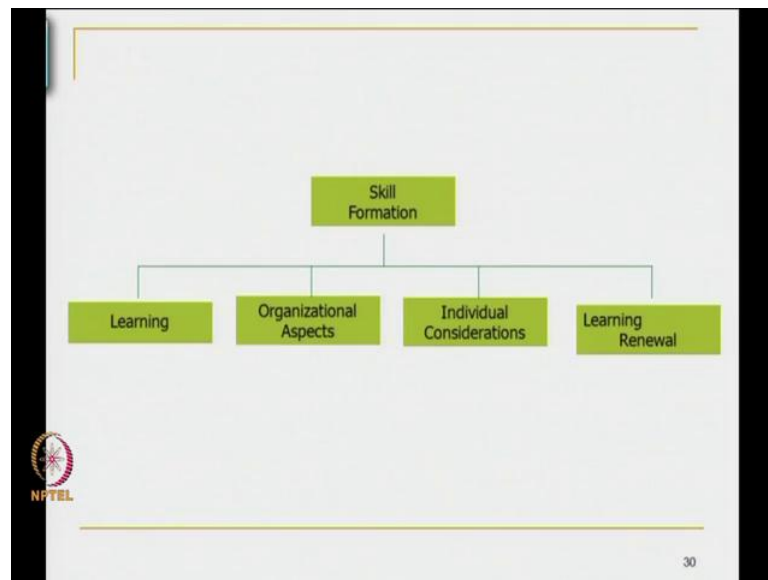


There is another schematic diagram, which I would like to face with you. It is what it reads? It is actors important for successful technological innovation. There is a government policy and intervention mechanism that is the market forces. There is the investment tax, climate. There are the design issues. There are the research issues. There are the skilled resource issues. There are the capital issues.

As the literature in this area establishes, this is the fairly standardized way of understanding the situation. You have the inventor, the entrepreneur, the manager and the promoter, who are working on a scale of high to low in terms of creativity and innovation and low to high in general management skills and business know how networks. This matrix shows to you where you can be positioned with reference to creativity and general management skills, when you are the inventor, when you are the promoter, when you are the entrepreneur and when you are the manager.

The suggestion is in terms of the relevant relative skills of entrepreneur and innovation and general management skills of business know how and networks. The kind of requirement, which is there is possible to be presented in this schematic manner, but while presenting the schematic manner, all that I am saying is this is one point of view. This is certainly open to debate.

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Skill formation; therefore requires learning, organizational aspects, individual considerations and learning renewal, a fairly standardized set. In fact, from learning renewal, you could go back to learning and again this same sequence follows.

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There are general skills. There are industry specific skills. There are firm specific skills. High portability objectively certified and can have unemployment protection. Industry specific skills, low portability, high unemployment, low employment protection. Firm

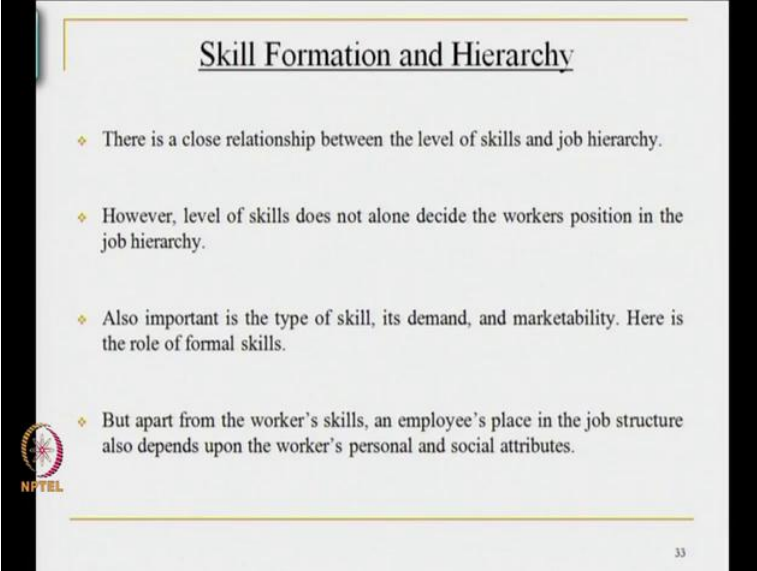
specific skills, very low portability, onsite training, high unemployment and you still could have some employment protection.

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The sector demanding multi level skill options options are the following. Please read it very carefully. These are sector demanding multilevel skills operation. But, this list is neither exhaustive nor exclusive. This is a broad selection ranging from construction, going through finance, real estate, insurance, business services, transport storage, construction, wholesale, retail trade, manufacturing, community, social and personal services, agriculture, electricity. What have you and essentially, this is supposed to show that sector demanding multilevel skills option are large and they cannot be wished away. This pattern may be available elsewhere.

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Skill Formation and Hierarchy

- ◆ There is a close relationship between the level of skills and job hierarchy.
- ◆ However, level of skills does not alone decide the workers position in the job hierarchy.
- ◆ Also important is the type of skill, its demand, and marketability. Here is the role of formal skills.
- ◆ But apart from the worker's skills, an employee's place in the job structure also depends upon the worker's personal and social attributes.

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There are skill formation and hierarchies. There is a close relationship between levels of skills and job hierarchy is an inherent situation. This is because close relationships between level of skills and job hierarchy have a strong component of cerebral skills and not necessarily material skills. It keeps going up. However, the level of kills does not alone decide the personals position in the job hierarchy; protocol might. They mind the extent of risk to which a person is exposed may decide his level.

The type of on shore and off shore activity that has to do will decide the level in the hierarchy. Hardship postings may decide his hierarchy, but by enlarge the level of skills do play a significant role in deciding a hierarchy. Also, important is the type of skills, its demands and marketability. The compulsion is decided by the universality of availability, the kind of specialization it requires and strangely enough, some of the national patterns also determine the level of hierarchy.

The national patterns, which retirement the level of hierarchy may be professions specific. For example, you may have at a certain stage shortage of masons, on another state, shortage of carpenters. What has been experienced very largely? Entire professions have passed away when regulations have moved in. See what happened to workers who use to work on aviary. The kind of specialized skills which is they had, the kind of artistry which is they had, the kind of job which is they did; putting entire volumes of religious texts on one grain show the sophistication, but ever since, aviary acquired the present

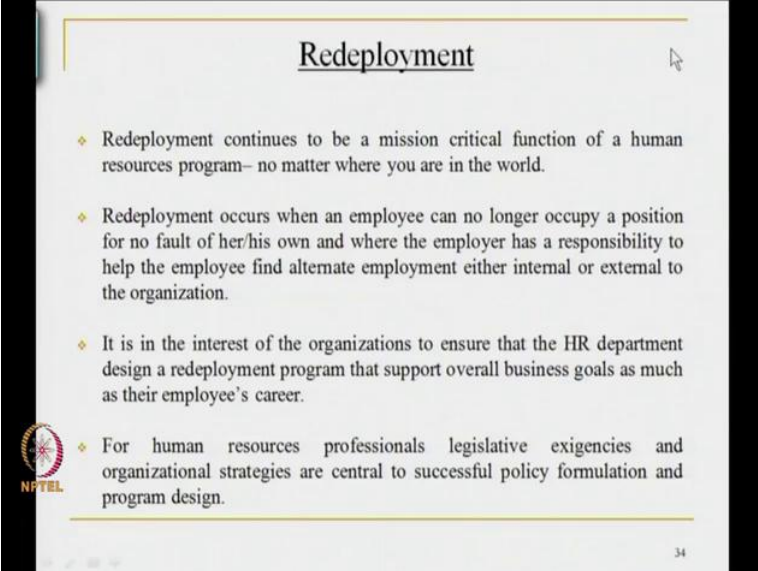
statues of being protected and whatever else, the profession of the people who use to work on aviary just melted into the nothingness and that much skill was lost.

It is not a question of whether that should be or should not be. So, this kind of debate is so universal and people take positions even before they think. They have come to conclusions without looking at the pros and cons. Every generic regulation has so many exceptions that the issues can almost never be resolved. All I am saying is kinetically a profession, which was both rare and priced passed away. Whether it was right or wrong, I will leave it for people to decide for themselves, are nobody to help people to come to a conclusion so for as such things are concerned.

Also, it is important that the type of skills and its demand and its market ability are closely related to formals skills. But, apart from the worker skills, an employee's place in the jobs structure; please follow this formulation very carefully. Apart from the workers skills and employees place in the job, structure also depends upon the workers personal and social attributes.

In western countries decades ago, the house help who would come to for dusting and cleaning and even that profession seems to be on the way out would walk in. Do the dusting and cleaning, take off the apron and sit with the lady of the house and share a cup of tea usually on the dining table, which was placed at the kitchen before leaving. That kind of situation in developing countries is not known to exist because that kind of value as cription to labor and effort still appears a rarity. Again, that is a debate, which I do not wish to open, which then brings as to concerns of redeployment. I would like you briefly to walk through this slide to understand the significance of redeployment.

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The slide is titled "Redeployment" and contains the following text:

- ◆ Redeployment continues to be a mission critical function of a human resources program—no matter where you are in the world.
- ◆ Redeployment occurs when an employee can no longer occupy a position for no fault of her/his own and where the employer has a responsibility to help the employee find alternate employment either internal or external to the organization.
- ◆ It is in the interest of the organizations to ensure that the HR department design a redeployment program that support overall business goals as much as their employee's career.
- ◆ For human resources professionals legislative exigencies and organizational strategies are central to successful policy formulation and program design.

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Now, let us try to understand why redeployment is an issue at all. The redeployment becomes an issue when the technology changes. You have found my remarks in this set of presentations earlier on talking of the telecom sector of an on to given illustration of the point under consideration. The point under consideration is when stronger are moves to ESS to would do you doing with the skill forma, with the skill formation level of the engineers who work with the strowger. They may be in their 30s, they may be in their 40s, there may be in their 30s.

But, you cannot just send them away. What you will find is the obligation on the part of the employer to train the engineers to be ready for upscale ability of the technology in the organization. This happened in ITI, for example, around the 80s. A huge redeployment effort took place. So, continuous growth of technology, the continuous change in technology inevitability creates a situation where redeployment becomes the role. You cannot get away from it.

It is not exclusive to one part of the globe. It is common to every part of the globe. It is common in almost every industry. Why talk of the industry? Many techniques of operation research, which earlier on were done manually have now been rendered unnecessary because they can be all done through computer program. Linear program is is nearly one of them.

So, what you do with that level of skill formation? You cannot simply say, sorry, the work is not there anymore. The type of draftsmen, which was needed earlier on, is no longer needed. The ways of doing drawings in architecture has changed. The examples are so many that they can be almost endlessly displayed. The purpose is to help you to understand that redeployment is a way of life.

If these lectures were been given 30 years ago, yes and I was teaching similar courses 30 years ago, the method of instruction was nothing like what it is today. It was our guard to use an over head projector. Now, over head projectors are not to be found. One prepared acetate sheets sometimes with the help of draftsmen and then photo copied the diagrams or one wrote simply with markers as one talked.

Today, the era is of use of pen drives, laptops, projections on screens, long distance projection, use of ICTs and instead of direct interaction with the students, you have standardized FAQs, where the instructor or the coordinator has to anticipate the question and give the answers. Then, as if to accommodate individual needs, it is still possible to ask individual questions. But, such questions are not the routine mechanism of what would happen in a class room interaction.

Now, one can go on debating it whether A worked better or B worked better. The truth is each situation has its package of advantages and disadvantages. The advantages of the present situation are, it has deepened the reach. The kind of audience, which will see these videos, would happen impossible to convert into a class room situation. The kind of repetitive viewing, which can go on will be a strengthening of learning. But, who knows, 10 years later these videos may need to be updated because what is presented in these videos is presented through considerable referencing.

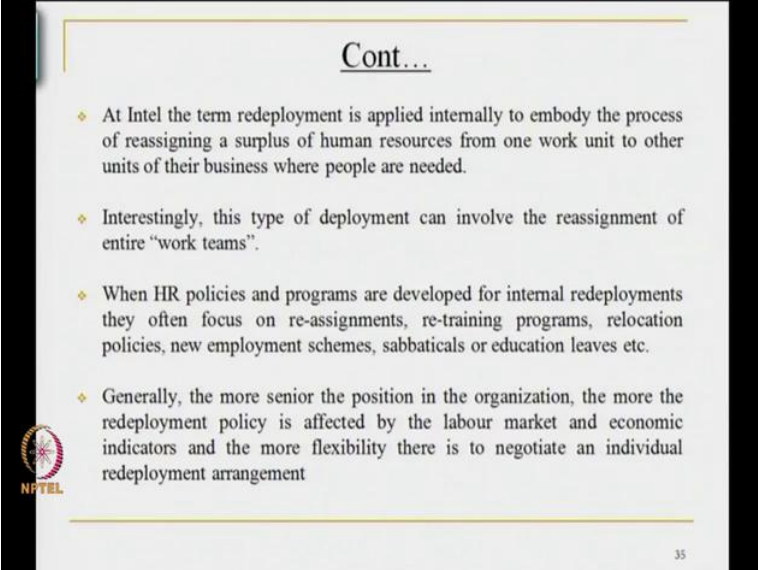
It is presented through consistent and continual and quality reflection so that appropriate communication is backed up with sharing of information, which already exists in various books, journals references and hopefully leveled by the resource person's ability to interpret, apply, communicate, explain, anticipate and above all make it presentable. Redeployment has already taken place in the teaching profession.

So, I have sited you examples of redeployment amongst the blue collared workers, amongst the white collared employees. I have sited you examples of what has happened in the intangible world of knowledge. The time has come to point to you that

redeployment is a way of life in a work organization. Redeployment is not always within the organization as has been shown to you on this preceding slide, which was up for your observation.

Redeployment can also take place outside the organization, but so far, as the study of human resources aspect is concerned, it is important to recognize that HR department has a responsibility to design a redeployment program that supports overall business goals as much as their employees' careers. For human resources professionals, legislative and exigencies, organizational strategies, sorry, are central to successful policy formulation and program design because the laws themselves may change in the reference to the operational requirements. The kind of machines, which are found at the shop floor, the CNC machines or of any other variety required redeployment, otherwise productivity will be hit. So, the long and short of it is redeployment is a way of life.

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Cont...

- ❖ At Intel the term redeployment is applied internally to embody the process of reassigning a surplus of human resources from one work unit to other units of their business where people are needed.
- ❖ Interestingly, this type of deployment can involve the reassignment of entire "work teams".
- ❖ When HR policies and programs are developed for internal redeployments they often focus on re-assignments, re-training programs, relocation policies, new employment schemes, sabbaticals or education leaves etc.
- ❖ Generally, the more senior the position in the organization, the more the redeployment policy is affected by the labour market and economic indicators and the more flexibility there is to negotiate an individual redeployment arrangement

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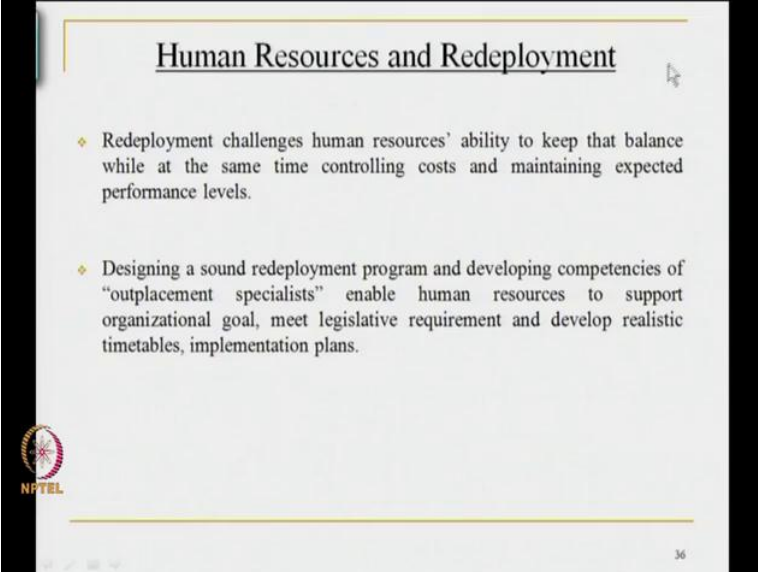
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At Intel, for example, the term redeployment is applied internally to embody the process of reassigning a surplus of human resources from one work unit to another and units of their business where people are needed. So, redeployment did not take place in the same broadband. Interestingly, this type of deployment can involve reassignment of entire work teams.

When HR policies and programs are developed for internal redeployment, they often focus on reassignment. This needs to be understood very carefully. Redeployment can

very often focus on reassignment, retraining programs, relocation policies, new employment schemes. Interestingly, it can even lead to sabbaticals, where you ask a person to go on education leave, to augment his skills and come back and play a role in the organization. Generally, the more senior the position in an organization, the more redeployment policy is affected by the labor market. Economic indicators are a prim player. It requires continuously resilience to negotiate and individual redeployment arrangement.

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The slide is titled "Human Resources and Redeployment" and contains two bullet points. The first bullet point states: "Redeployment challenges human resources' ability to keep that balance while at the same time controlling costs and maintaining expected performance levels." The second bullet point states: "Designing a sound redeployment program and developing competencies of 'outplacement specialists' enable human resources to support organizational goal, meet legislative requirement and develop realistic timetables, implementation plans." The NPTEL logo is visible in the bottom left corner of the slide.

To talk of human resources and redeployment, therefore is an integral part of the scene. Redeployment challenges human resources ability to keep that balance, while at the same time controlling costs and maintaining expected performance levels because one of the inherent arguments of a redeployment situation is that redeployment cannot cause a low ring of the employment worth.

So, you have to be transferred, moved on reassign tasks which can merit equal compensation. It cannot be that you can relegate to a lower position. That cannot happen. The law does not permit it. The enterprise practices would not permit it. So, it seems to be that designing a sound redeployment program and developing competencies of outplacement specialists enable human resources to support organizational goal, meet legislative requirements and develop realistic timetable not to overlook implementation plans.

Let us go over these elements again to make sure they have communicated themselves. Designing a sound redeployment program and developing competencies of out placement specialists enable human resources to support organizational goal. Please note, support organizational goal, meet legislative requirement and develop realistic timetables and implementation plans.

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Redeployment and Outplacement

- ◆ Redeployment can be an effective strategic tool when linked with outplacement solution.
- ◆ The employees who participate in redeployment activities emerged better prepared not only for redeployment but for the pursuit of external positions.
- ◆ The redeployment skills they acquired primed them for the external job market so that those employees who ultimately choose external over internal jobs often found those jobs long before requiring outplacement services.
- ◆ Having provided such comprehensive and effective job-search support, the organization is well positioned to bring back any of the individuals as contractors, consultants or even employees should future conditions warrant.

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Redeployment and outplacement are linked. Redeployment can be effective strategic tool when linked with outplacement solution. The employees who participate in redeployment activities emerge better prepared not only for redeployment, but for pursuit of external positions. So, one can move from one organization to another. Again, organizational reality is making it in comment without change in professions, which we have been talking so much about. How does it happen? It happens through merges and acquisitions. It happens through takeovers. It happens through restructuring.

Entire boards are changed when shares are sold and bought at certain percentages. Even a position on a board cannot be assured if there are strategic changes in management control. The redeployment skills, which people have acquired, would prime them for external jobs markets so that those employees who ultimately chose external over internal jobs often find that those jobs are sometimes the same, sometimes different, but the trick lies in getting to them before you are pushed out.

So, just as the individuals have to do environment scanning, individuals and organizations in a like manner operate for scanning purposes. Organizations do their environment scanning, individuals do their environment scanning. It is absolutely the practice of the place that individuals seek out placement on their own when they see the internal environment is changing with a certain speed which simply cannot be explained or managed having provided with such comprehensive and effective jobs such support. This is the heart of the problem. The organization is well positioned to bring back any of the individuals as contractors, consultants or even employees, should the future conditions warrant.

Now, this self feeding cycle has to be understood. We just discussed how individuals themselves may search may search for an outplacement. We discussed how organizations can push individuals out. We discussed how individuals need to do the environment scan just as much as an organization need to their environment scan to keep updated and in line with a changing situation, but again that take take away from longitudinal thinking was its goes a full circle after the organization may have gone to the extent of even providing effective job search and people has moved out.

The organization may have needs to be looking to bring the back the people who have left; only drift this time in different capacities as contractors, consultants or even employees. This is not the only pattern. At times, a senior person moves out in another senior position and he gets people from his previous organizations to walk with him. If not walk with him, he selectively brings people from his previous place of work. One has to imagine what it does to the parent organization from which the senior person left and junior person start living selectively to join his new team. In other words, we live in an era of continuous mobility; continuous change of which redeployment and out placement is just one.

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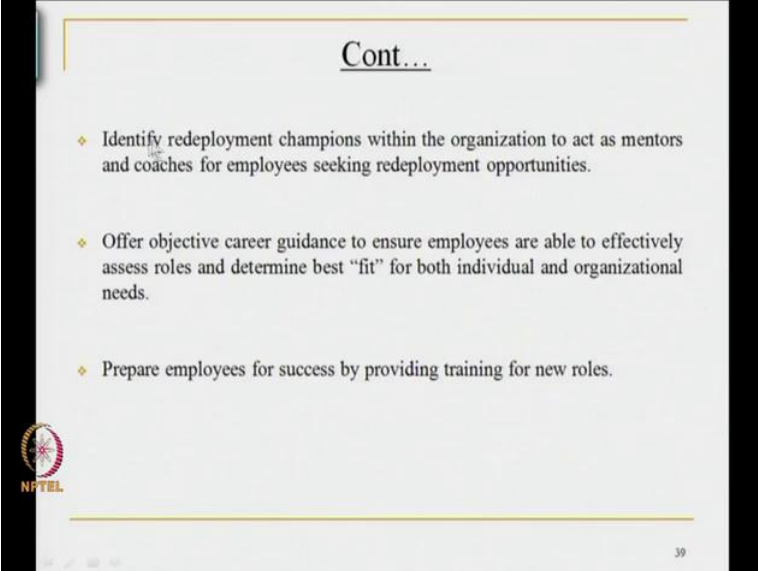
The slide is titled "Stages in Redeployment" and contains four bullet points. The NPTEL logo is visible in the bottom left corner of the slide content area. The slide number "38" is in the bottom right corner.

- ◆ Ensure alignment of redeployment strategy across all levels of the organization.
- ◆ Create an online redeployment portal to facilitate a smooth and efficient process, enabling employees to post, search and apply for internal positions.
- ◆ Encourage engagement in the self-discovery process to help employees identify unique skills and competencies.
- ◆ Provide training and development with one-to-one coaching in job-search basics such as resume development, networking, self-marketing and interviewing.

What are stages in redeployment? Ensure alignment of redeployment strategies across all levels of the organizations. Create an online redeployment portal to facilitate a smooth and efficient process, enabling employees to post, search and apply for internal positions. A very interesting concept, as an employee, you post for an internal position. Yes, it is known to happen at places.

Encouraging engagements in self discovery process to help employees identify unique skills and competencies, provide training and development with one to one coaching in job search basics such as resume development, again a new art which has grown up, networking and ability. Networking is a very wildly noted requirement because assignments come out of networking, self marketing, interviewing and the list goes on. A new brave world is being born, the parameters of which are not quite clear, but one thing that is obvious, as obvious as the writing on the wall, mobility movement will have to be the response to turbulence and turmoil in the places of work.

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The slide is titled "Cont..." and contains three bullet points. The first bullet point is "Identify redeployment champions within the organization to act as mentors and coaches for employees seeking redeployment opportunities." The second bullet point is "Offer objective career guidance to ensure employees are able to effectively assess roles and determine best 'fit' for both individual and organizational needs." The third bullet point is "Prepare employees for success by providing training for new roles." The NPTEL logo is visible in the bottom left corner of the slide, and the number 39 is in the bottom right corner.

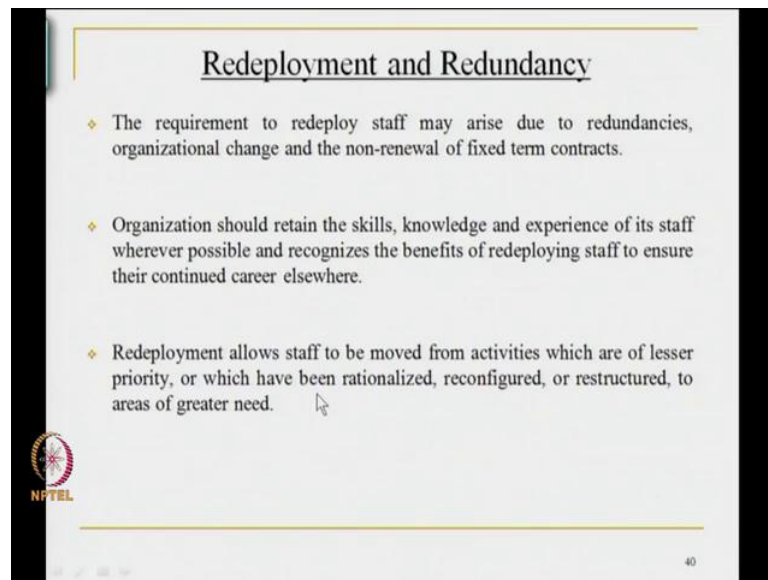
- ◆ Identify redeployment champions within the organization to act as mentors and coaches for employees seeking redeployment opportunities.
- ◆ Offer objective career guidance to ensure employees are able to effectively assess roles and determine best "fit" for both individual and organizational needs.
- ◆ Prepare employees for success by providing training for new roles.

The discussion on stages of redeployment would be extended to include, identify redeployment champions within the organizations to act as mentors and coaches for employees seeking redeployment, again a new profession, mentoring, coaching the employees for seeking redeployment. That was never a training and development functions 10 years ago, but now, the HR been through the caring and development text activities are meant to cater to this, are meant to cater to a situation where you for prepare them for redeployment not because the organization needs it, but they organization needs to shed them.

What did I mean by saying not that the organization needs it? What I meant was not that the technology has changed, and therefore you need those people, but with different skills. No, your numbers are changing. So, if your numbers are changing and if you prepare your employees for seeking redeployment elsewhere, then your numbers remains manageable without an acrimonious, acrimonious situation. Offer objective career guidance to ensure employees are able to effectively assess roles.

You must be able to effectively assess roles and determine the best fit for individual and organizational needs. Please read these sentences carefully. It is one of the course submissions, which is been made. Offer objective career guidance to ensure employees are able to effectively assess roles and determine the best fit for individual and organizational needs.

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The slide is titled "Redeployment and Redundancy" and contains three bullet points. The first bullet point states that the requirement to redeploy staff may arise due to redundancies, organizational change, and the non-renewal of fixed term contracts. The second bullet point states that the organization should retain the skills, knowledge, and experience of its staff wherever possible and recognize the benefits of redeploying staff to ensure their continued career elsewhere. The third bullet point states that redeployment allows staff to be moved from activities which are of lesser priority, or which have been rationalized, reconfigured, or restructured, to areas of greater need. The slide also features the NPTEL logo in the bottom left corner and the number 40 in the bottom right corner.

Redeployment and Redundancy

- ◆ The requirement to redeploy staff may arise due to redundancies, organizational change and the non-renewal of fixed term contracts.
- ◆ Organization should retain the skills, knowledge and experience of its staff wherever possible and recognizes the benefits of redeploying staff to ensure their continued career elsewhere.
- ◆ Redeployment allows staff to be moved from activities which are of lesser priority, or which have been rationalized, reconfigured, or restructured, to areas of greater need.

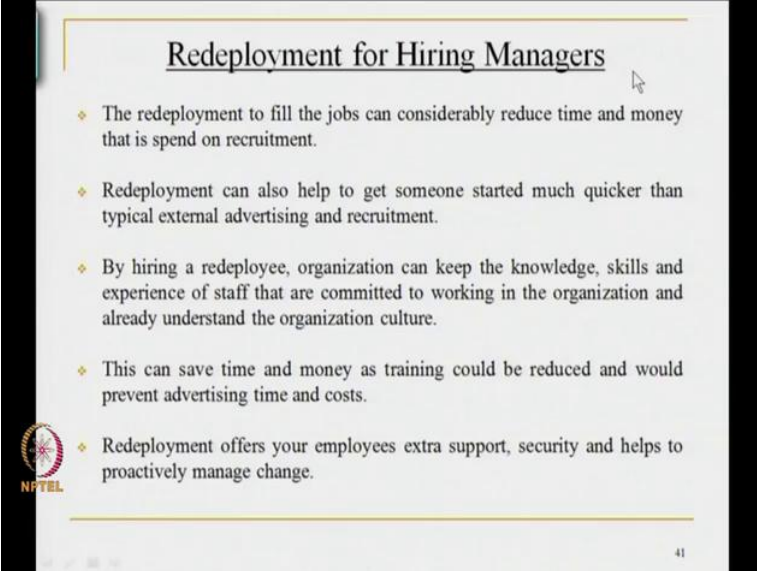
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Prepare employees for success by providing training for new roles. There is a relationship between redeployment and redundancy. Redeployment may arise; the need to redeploy a person may arise because of redundancies just as I have argued that it may arise because of organizational change. It may also arise because of non renewal of fixed term contracts. Organization should retain the skills, knowledge, experience of its staffs wherever possible and recognize the benefits of redeploying staff to ensure their continued career elsewhere and industrial peace in the organization.

Redeployment allows staff to be moved from activities which are of lesser priority organization which has been rationalized reconfigured restructure to areas of greater need. Now, this is the whole new terminology, which have has come up in the last decade and a half, 2 decades according to the some rationalization, reconfiguration and off course restructuring. Not so long ago, what was what was considered downsizing has now been renamed rightsizing because there is a conscious move not to use words which have a negative connotation. But, to carry the convictions, that even whether the negative connotation is, and the objective is a positive one. So, redeployment and redundancies have relationship.

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Redeployment for Hiring Managers

- ◆ The redeployment to fill the jobs can considerably reduce time and money that is spent on recruitment.
- ◆ Redeployment can also help to get someone started much quicker than typical external advertising and recruitment.
- ◆ By hiring a redeployee, organization can keep the knowledge, skills and experience of staff that are committed to working in the organization and already understand the organization culture.
- ◆ This can save time and money as training could be reduced and would prevent advertising time and costs.
- ◆ Redeployment offers your employees extra support, security and helps to proactively manage change.

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Redeployment of hiring managers has a sequence. There can be redeployment to fill the jobs that can be considerably reduce time and money that is spent on recruitment. So, that again is the relationship between redeployment and recruitment. Redeployment can also help to get someone started much quicker than typical external advertising and recruitment. By hiring redeploying organization can keep the knowledge skills and experience of the staff that are committed to working in the organization and already understand the organizational commit.

A very significant thought, when you read, when hiring the redeploy, an organization is saving the induction time. It has a level of comfort of the employee and the employee as a level of comfort with him. This can save time and money as training could be reduced. It would prevent advertising time and cost. Redeployment offers your employees extra support, security and helps proactively manage change. Therefore, redeployment is not just a tool for stress situations. It can be tool for proactive thinking.

Now, if it is to be tool for proactive thinking, there has to be a trial period in the organization. All posts filled via redeployment are normally subject to standard trial period, which acts as a form of probation. It provides an opportunity to access a redeployed ability for the post. A trial provides redeploy with an opportunity to their suitability themselves and level of jobs happiness, a mechanism for clear objectives to act and plan to put in place.

How career and organizational activities can be matched? This is a mutually beneficial process as it provides a frame work to ensure that redeploy are supported through the initial stages of their appointment and assures the needs of the areas are met. This kept in mind, I would our like to thank you conceded attention and realize that these lectures, these presentations only prepare you to understand the subject better. They require a reading on your part to follow up and above all a judicial selection to apply them.

Thank you once again.