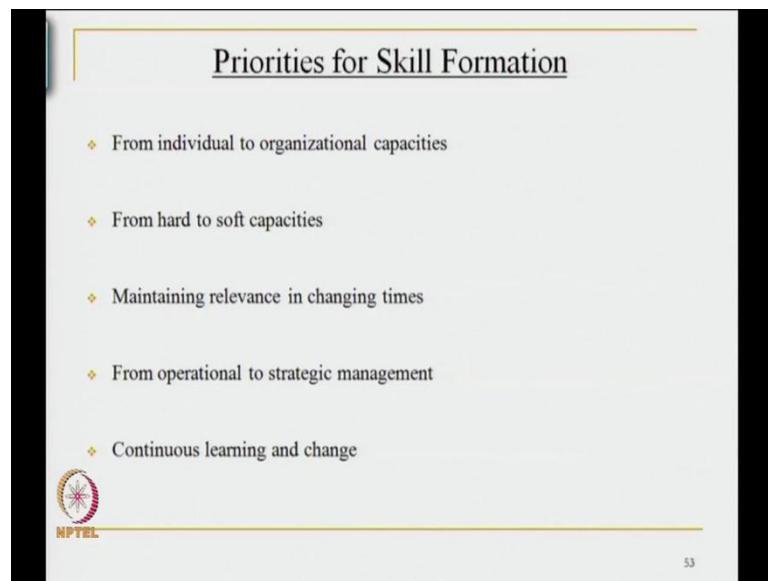


**Organization of Engineering Systems and Human Resources Management**  
**Prof. Vinayshil Gautam**  
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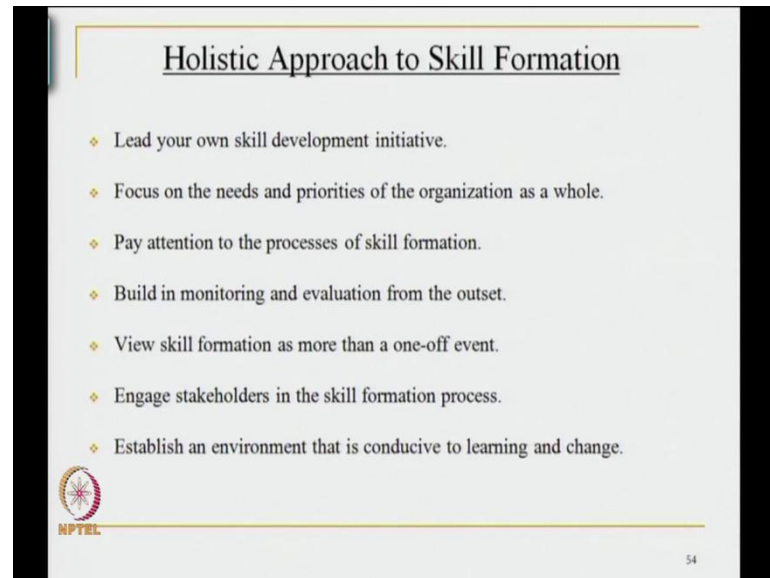
**Module - 3**  
**Human Elements of Functioning Organizations**  
**Lecture - 34**  
**Elements of Human Resources Planning (Contd.)**

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We enter upon the wrapping up face of the consideration of elements of human resources planning. And we are positioned at a point of discussion where we get into planning processes of skill formation. And that is what we intend to take up now. The priorities for skill formation and that is, where planning begins would be from individual to organizational capacities. One has to plan for that from hard to soft capabilities or to soft competencies or to soft capacities. Maintaining relevance in changing times would be an important does in a data, and from operational to strategic management and continuous learning and change. These 5 elements capture the priorities for skill formation. And therefore, become the objectives of the planning process. How to insure that is the matter of technique methodology and operational parameters.

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Holistic Approach to Skill Formation

- ❖ Lead your own skill development initiative.
- ❖ Focus on the needs and priorities of the organization as a whole.
- ❖ Pay attention to the processes of skill formation.
- ❖ Build in monitoring and evaluation from the outset.
- ❖ View skill formation as more than a one-off event.
- ❖ Engage stakeholders in the skill formation process.
- ❖ Establish an environment that is conducive to learning and change.

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The holistic approach to skill formation requires that you lead your own skill development initiative. This is very important. A stage has come, where individual skill development initiatives are so large that it is impossible to expect, that this effort for every single employee will be carried out by some wing of reorganization, and usually it gets repeated to the human resources department.

Human resources department where learning and development is concerned is progressively verged towards becoming a resource center to which you go to ask for support and facilitation for your own skill development. Therefore, routing skill developing initiatives in the individual is an important strategic breakthrough in HR planning.

One focuses on the needs, and priorities of the organization as a whole, while leading was own skill development initiative. A skill development initiative need not be something which is totally unrelated to organizations. But I must listen to add again in my limited experience of consulting, and dealing with HR issues like, strategic issues alike issues of investment. And whatever else I have found that an experience varies from organization to organization, like for example, I use to do some work for CMC.

Some decades ago Dr. P Gupta was the managing director, and talking of focusing on the needs of priorities of the organization. He had a very simple rule; you could go up to one week's training on any topic of your choice. And nobody would ask you whether the

topic on which you wanted to be trained. And the area in which you wanted to be trained fitted in with the organizational goals take a point for this kind of a coach was.

If you add to the skills, you become a better professional and what the skills are you will be happy a man and therefore, you will be able to un reach your job. So, CMC as the acronym for that organization had then become, was essentially positioned with the software domain and as a software engineer you could ask for training on or for a week and the organization would happily send you on organization time and organizational cost. Therefore, paying attention to the processes and priorities of organization as a whole is of course, a driving pause, but it is not something which requires coverage of the entire spectrum.

One has to pay attention to the processes of skill formation, build in monitory and evaluation from the outset. And this is always to be done from the outset build monitor evaluate. View skill formation as more than one-off event. Engage stakeholders in the skill formation processes. Establish an environment that is conducive to learning and change.

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Process of Skill Formation

- ❖ There are steps in an ideal sequence of skill formation process.
- ❖ In practice, however, skill formation efforts can begin at different points in the sequence, skip steps, or cycle back and forth between steps.
- ❖ The steps are:
  - ❖ Monitor the external environment to identify needs and opportunities for organizational change
  - ❖ Review the organization's strategy
  - ❖ Identify capacity needs and plan for capacity development
  - ❖ Implement and manage the capacity development process
  - ❖ Monitor and evaluate the capacity development process

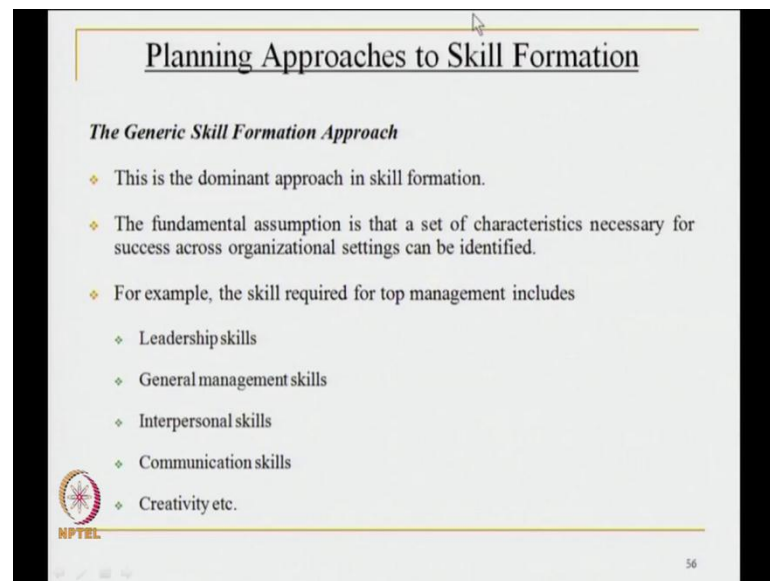
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The process of skill formation needs attention. There are steps in an ideal sequence of skill formation processes. In practice, however, the skill formation efforts can begin at different points in the sequence, skips steps or the cycle backs and forth between steps.

This is very important to realize to flag the resilience of the entire activity. Skill formation efforts can begin at different points in the sequence. Skip steps and cycle back and forth between the steps. What are the steps they are listed here? Monitor the external environment to identify needs and opportunities for organizational change. Review the organization's strategy. Identify capacity needs and plan for capacity development. Implement and manage the capacity development process. Monitor and evaluate the capacity development process.

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**Planning Approaches to Skill Formation**

*The Generic Skill Formation Approach*

- ❖ This is the dominant approach in skill formation.
- ❖ The fundamental assumption is that a set of characteristics necessary for success across organizational settings can be identified.
- ❖ For example, the skill required for top management includes
  - ❖ Leadership skills
  - ❖ General management skills
  - ❖ Interpersonal skills
  - ❖ Communication skills
  - ❖ Creativity etc.

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Very simple planning processes, but sequencing them in an effective manner is the key of taking the matter forward. The planning approaches to skill formation require a generic skill formation approach. This is the dominant approach in skill formation. And this is the HR with the reference to skill formation. The fundamental assumption is that, a set of characteristics necessary for success across organizational settings can be identified.

Now, technically and operationally it is important to be positioned here. The recognition of fundamental assumption is sound one. The fundamental assumption being that a set of characteristics necessary for success across organizational settings can be identified. Just as a plough back, to the recruitment and the selection process, again to go back to the illustration of CMC which I was sighting. There use to be so many pressures for employment in the early stages of that organization. Because please remember it had

succeeded IBM after ranged government force IBM out of India. And it was then meant to maintain computers set up already at different locations.

And therefore, it was computer Maintenance Corporation and its leadership. Then converted computer Maintenance Corporation into the acronym CMC and the people would ask us CMD, what is CMC? CMC is CMC, does not stand for anything. The idea was to acquire business and provide business leadership anything to do with software. And the presence for recruitment was so large that we found it useful to define an entry examination test based on the fundamental characteristics necessary for success in the organizational setting of CMC. And it was a test which everyone had to pass through and qualify before they could be taken up in the recruitment process.

We find that extremely successful and useful and finding the right talent. It also helps the organization identify the core skills which the organization needed. Therefore, the fundamental assumption, that a set of characteristics necessary for success across organizational settings is a valid assumption at a core level and co formulates through the organization for planning other activities in HR including recruitment. For example, the skills required for top management would include leadership skills, general management skills, interpersonal skills, communication skills, creativity.

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Cont...

*Criteria based Skill Formation*

- ❖ The ultimate criterion for skill formation could be the strategic vision of the organization.
- ❖ These ultimate level criteria need to be translated into conceptual-level criteria.
  - ❖ For example, the ultimate goal of skill through excellent customer service might be achieved through speed, value, luxury, service, or a combination of these or other means.
- ❖ Each of these approaches would imply different types of employee competencies that would be needed to achieve the strategic vision.

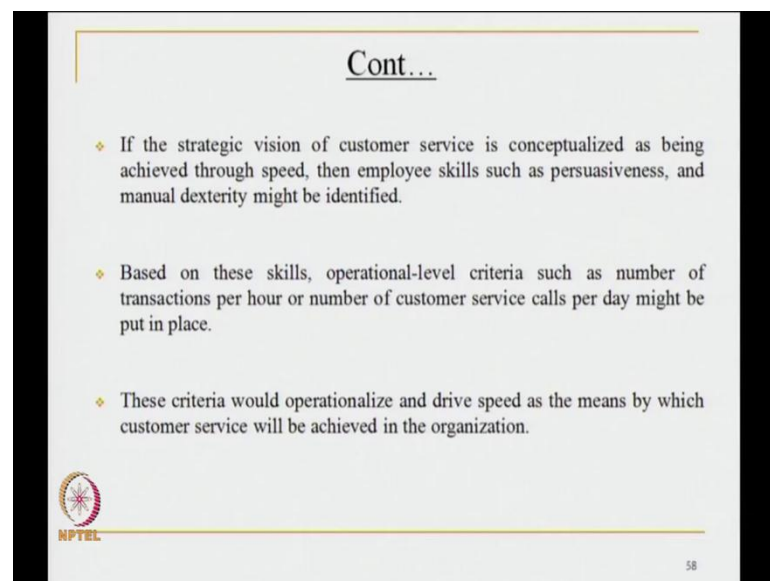
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Criteria based skill formation. The ultimate criteria for skill formation could be strategic vision of the organization. These ultimate level of criteria need to be translated into

conceptual level criteria and the operational work in the organization. Very often this has been a stumbling block that is conversion of the ultimate level criteria into conceptual level criteria. Planning process has to adjust the session. This issue can be addressed very simply by atomizing the ultimate level criteria into action points, and the action points become conceptual level criteria. For example, the ultimate goal of skill to excellent customer service might be achieved through speed value luxury service or a combination of these or other needs.

So, what has been done? The ultimate goal of excellent customer service has been broken up into its components of speed value, etcetera. Now, this is the conversion process from ultimate level criteria to conceptual level criteria. Each of these approaches would reply different types of employ competencies that would be needed to achieve the strategic version.

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The slide is titled "Cont..." and contains three bullet points. The first bullet point states: "If the strategic vision of customer service is conceptualized as being achieved through speed, then employee skills such as persuasiveness, and manual dexterity might be identified." The second bullet point states: "Based on these skills, operational-level criteria such as number of transactions per hour or number of customer service calls per day might be put in place." The third bullet point states: "These criteria would operationalize and drive speed as the means by which customer service will be achieved in the organization." In the bottom left corner, there is a logo for NPTEL (National Programme on Technology Enhanced Learning) and the number 58 in the bottom right corner.

If the strategic vision of the customer service is conceptualize has being achieved through speed, then employee skills such as persuasiveness and manual dexterity might then be identified for those of you who are able to see a point of little more clearly. You will notice the conversion of the ultimate criteria into measurable identified. Identify about trades which can also be measured monitored developed augmented.

Now, let's follow this sentence again. If the strategic vision of the customer service conceptualized as being achieved through speed, then employee skills such as

persuasiveness and manual dexterity would follow from speed. You cannot have speed unless you have persuasiveness and manual dexterity. So, this helps to argument and strengthens skill formation specifically. So, that action can then follow based on this skills operational-level criteria; such as number of transaction per hour or the number of customer services calls per day, might be put in place and the problem is solve.


Performance measurement can be a very simple process provided the home work is done in atomizing the qualities needed, converting them into skills. Both descriptive an action then assigning measurements to it and the figure works simplify the process part like anything else which is worthwhile. This does not happen overnight. The organization has to inch towards it gradually, slowly, effectively. But surely this criterion would operate and drive speed, as the means by which customer service will be achieved in the organization and the organization then becomes a more performing one.

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Cont...

***Job-Based Skill Formation***

- ❖ It typically focuses on developing skills for a single job at a time, assuming that the current job will not dramatically change.
- ❖ However, a multiple-job approach offers advantages to the organization to use skills for a variety of jobs.
- ❖ This approach would best fit in and promote organizational cultures that would be characterized as hierarchical and fixed.
- ❖ The environment would be highly defined and static.

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There are job based skill formation situations. Please read this if one is going in for a job based skill formation when job based skill formation would require and understanding of the degree of stability. There is in the environment and the degree of stability in the environment would be ploughed back in the kind of description.

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Cont...

*Future Based Approach*

- ❖ The future strategy of the organization drives the skills that will be considered core and central to the interests of the organization.
- ❖ This in turn drive hiring, appraisal, training, and development activities.
- ❖ Therefore, the skills link the future strategy of the organization with the human resources, and provide a rational and common basis to the human resource management functions.

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Which would be there for the organization to take the discussion forward? Job description job based skill formation would convert itself into a future based approach. The future based approach will require a strategy of the organization to drive the skills that will be consider core a central to the interest of the organization. This intern would drive hiring appraisal training and development activities.

Therefore, the skills link the future strategy of the organization with the human resources and which is, human resources such as central concern in all that follows in an organization, and this provides a rational and a common basis to the human resources management function. Now, all this requires a visionary approach.



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Cont...

*Person Based Approach*

- ❖ This approach consists of identifying the individual attributes that will offer the organization the greatest potential in its human resources.
  - ❖ For example, Microsoft managers look for intelligence above all else, including experience in programming, when hiring employees.
- ❖ This approach is suitable for knowledge-based organizations that depend upon creativity and innovativeness of employees for organizational effectiveness.
- ❖ Using this approach companies focus on employees' interests; that is, things that excite them and they are passionate about, which resulted in additional innovation and knowledge creation.

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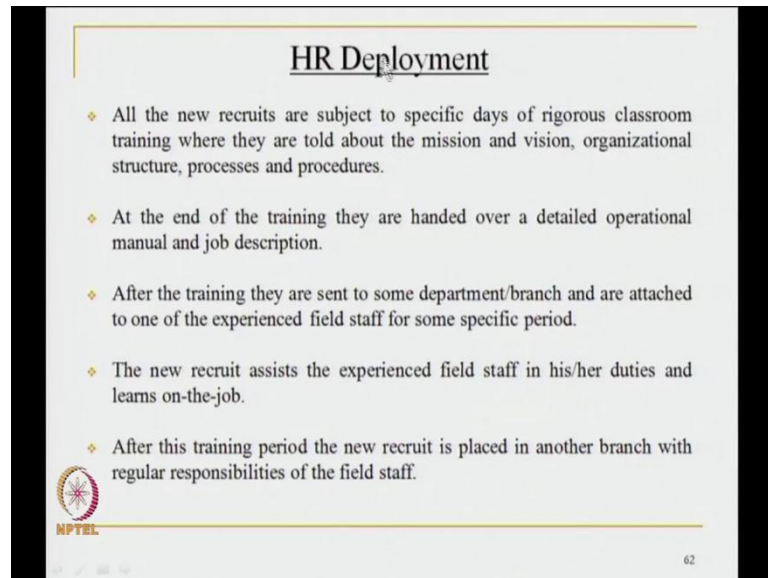
And here, the word visionary is used more in practical, as because visionary means you are going to organize a person based approach where you gift to him a future. But you gift to him a future in an organizational future which we have both anticipated map and projected scientifically. Therefore, it is both identifiable and something which provides a frame work for human action.

Now, the person based approach in an organizational context identifying the individual attributes that will offer the organization the greatest potential in its human resources. This approach is suitable for knowledge based organization that depends upon creativity and innovativeness of employees for an organizational effectiveness.

Furthers of you, who may not be quite of this approach, all that one is recommending at the person based approach which consists of identifying individual attributes that will offer the organization. The greatest potential of growth will be most effective in knowledge based organizations, and those knowledge based organizations could drop on tools of creativity and innovativeness of their employees.

For crafting out an organizational future with greater effectiveness using this approach, the companies focus on employs interest. That is things that excite them and what they are passionate about, which would lead to additional innovation and knowledge creation.

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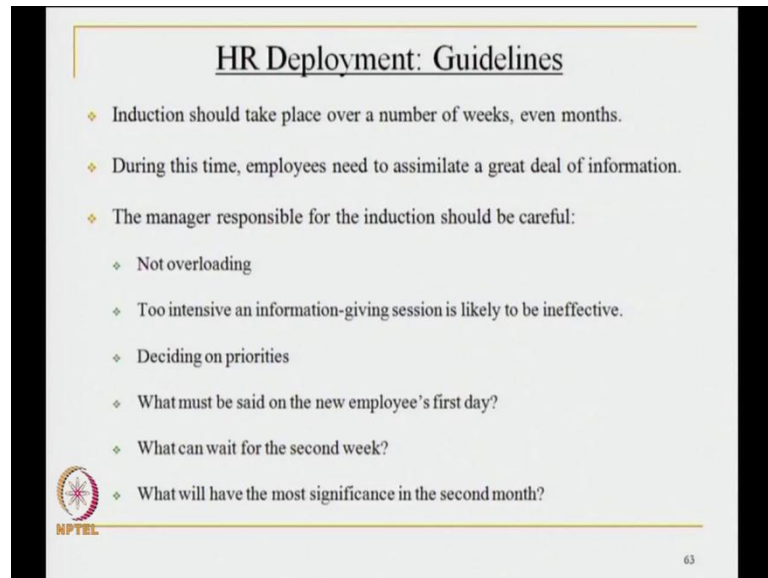
The slide is titled "HR Deployment" and contains five bullet points. The NPTEL logo is located in the bottom left corner, and the number "62" is in the bottom right corner.

- ❖ All the new recruits are subject to specific days of rigorous classroom training where they are told about the mission and vision, organizational structure, processes and procedures.
- ❖ At the end of the training they are handed over a detailed operational manual and job description.
- ❖ After the training they are sent to some department/branch and are attached to one of the experienced field staff for some specific period.
- ❖ The new recruit assists the experienced field staff in his/her duties and learns on-the-job.
- ❖ After this training period the new recruit is placed in another branch with regular responsibilities of the field staff.

Now we move on to looking at issues at HR deployment. All the numeric roots are subject to specific days of rigorous class room training. We told about the mission vision organizational structure processes and procedures at the end of the training. They are handed over a detailed operational manual and job descriptions. After the training, they are sent to some department or branch and are attached to one of the experienced field staff. The new recruit assists the experienced staff in his or her duties and learns on the job. After this training period, the new recruit is placed in another branch with regular responsibilities of the field staff.


So, you see there is a sequence of HR deployment that has to be planned. The rotation has to be planned. The movement has to be planned, and for best results it is important to integrate it with the competencies of the person who has been recruited. As redeployment requires a same degree of anticipation, redeployment requires a same degree of care, I rub of all and the core of it, which is planning process, which is both scientific identifiable, therefore, capable of delivery.

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HR Deployment: Guidelines

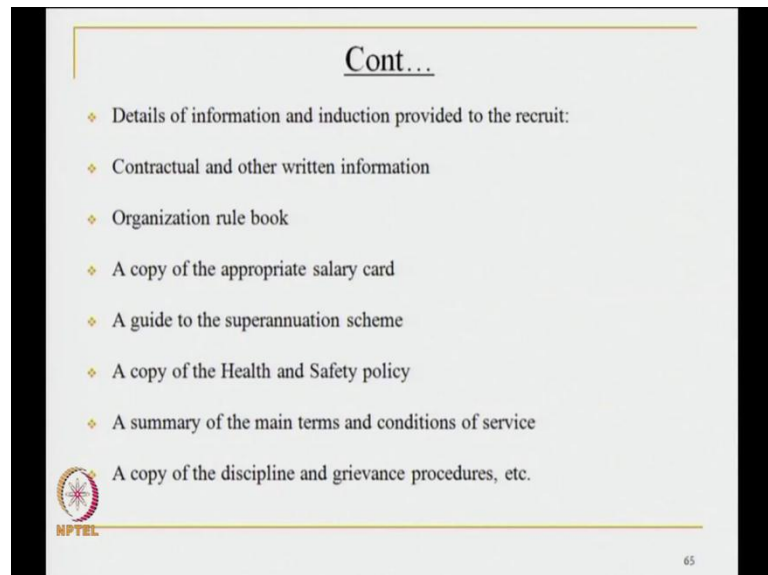
- ◆ Induction should take place over a number of weeks, even months.
- ◆ During this time, employees need to assimilate a great deal of information.
- ◆ The manager responsible for the induction should be careful:
  - ◆ Not overloading
  - ◆ Too intensive an information-giving session is likely to be ineffective.
  - ◆ Deciding on priorities
  - ◆ What must be said on the new employee's first day?
  - ◆ What can wait for the second week?
  - ◆ What will have the most significance in the second month?

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Here are some HR deployment guidelines which I want you to just browse through, so that you know, what are the planning processes? Which can be accounted for which need to be accounted for to be effective? If you have read through this, then you should broadly familiar with the sequence of planning process will follow.

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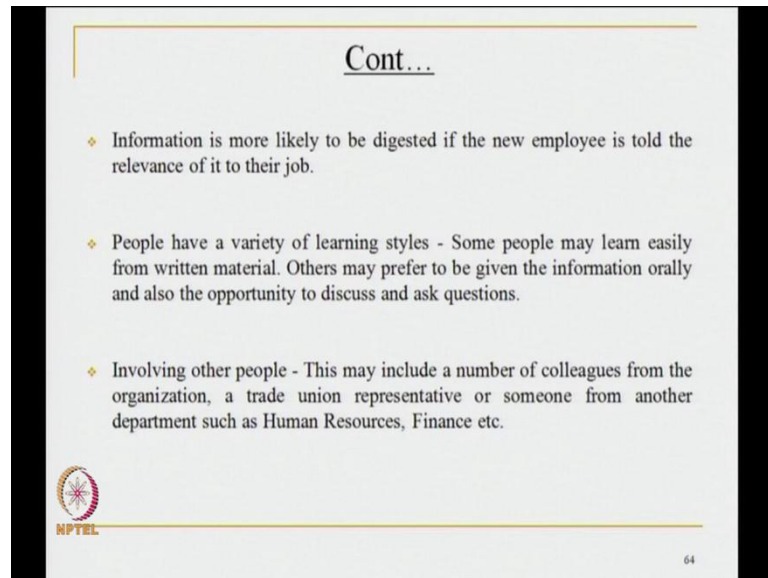
- ◆ Details of information and induction provided to the recruit:
- ◆ Contractual and other written information
- ◆ Organization rule book
- ◆ A copy of the appropriate salary card
- ◆ A guide to the superannuation scheme
- ◆ A copy of the Health and Safety policy
- ◆ A summary of the main terms and conditions of service
- ◆ A copy of the discipline and grievance procedures, etc.

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And this continues we are not going to spend too much time on this. Because this is really a much extended process and I want to touch upon very briefly. Let implications move on to some descriptions of the employee welfare.

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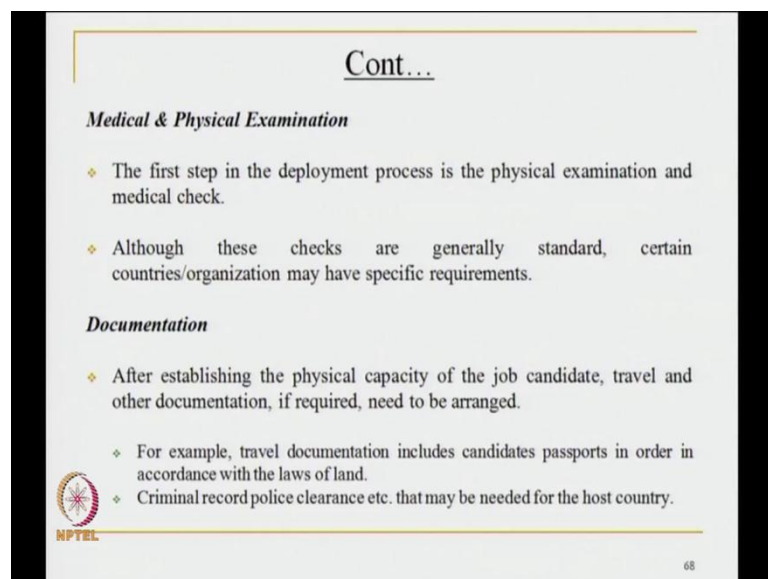
- ❖ Information is more likely to be digested if the new employee is told the relevance of it to their job.
- ❖ People have a variety of learning styles - Some people may learn easily from written material. Others may prefer to be given the information orally and also the opportunity to discuss and ask questions.
- ❖ Involving other people - This may include a number of colleagues from the organization, a trade union representative or someone from another department such as Human Resources, Finance etc.

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But for those of you who are still likely to want to browse for this, a very quick opportunity a way of showing to you how detailed planning can be done, how important it is to create a sense of comfort in the relationship.

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Cont...

***Medical & Physical Examination***

- ❖ The first step in the deployment process is the physical examination and medical check.
- ❖ Although these checks are generally standard, certain countries/organization may have specific requirements.

***Documentation***

- ❖ After establishing the physical capacity of the job candidate, travel and other documentation, if required, need to be arranged.
  - ❖ For example, travel documentation includes candidates passports in order in accordance with the laws of land.
  - ❖ Criminal record police clearance etc. that may be needed for the host country.

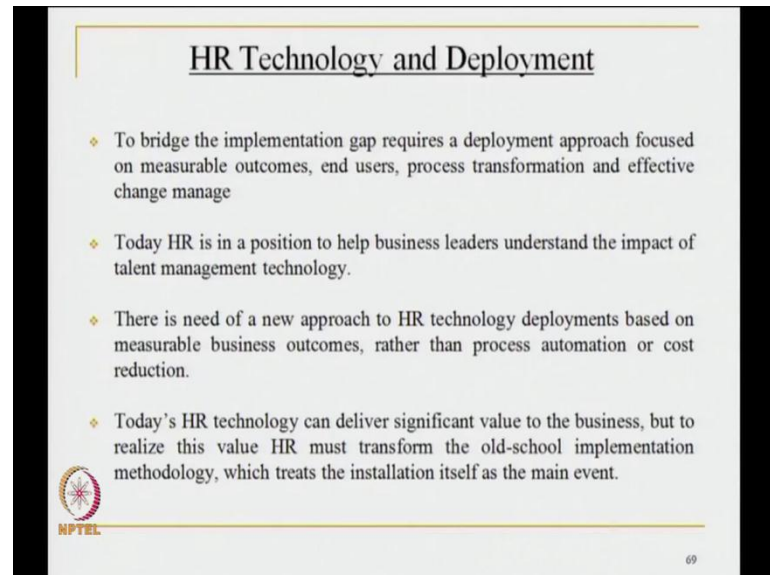
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Now, if you have to look at the issues of technology and deployment, to build the implementation gap it requires a deep deployment approach focused on measurable outcomes. And users process transformation and effective change management you have


heard this in the narration of the man machine topic. You have heard me elaborate upon the need for the building in the prospective of the end user, same principals apply.

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HR Technology and Deployment

- ❖ To bridge the implementation gap requires a deployment approach focused on measurable outcomes, end users, process transformation and effective change manage
- ❖ Today HR is in a position to help business leaders understand the impact of talent management technology.
- ❖ There is need of a new approach to HR technology deployments based on measurable business outcomes, rather than process automation or cost reduction.
- ❖ Today's HR technology can deliver significant value to the business, but to realize this value HR must transform the old-school implementation methodology, which treats the installation itself as the main event.

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To HR technology and deployment, because the principals of planning remain the same, it is the domain which changes. Today HR is in a position to help business leaders. Understand the impact of talents management technology. And talent management is a technology. There is a need of a new approach to HR technology deployments based on measurable business outcomes rather than process automation or cost reduction. Now, this is very important, there is a need for new approach to human resources technology deployment, based on measurable business outcomes, rather than process automation or cost reduction, which is the first choice. Most marriages exercise when they want business outcomes.

HR technology deployments are poised to become tools of business growth, and indeed there are national level awards which have been now running for a really decade, which are devoted to identifying business results out of HR interventions. Yes, you heard me right there are awards which measure business results out of HR interventions and it is possible to do. So, today's HR technology can deliver significant value to business. But to realize this value, HR must transform the old school implementation methodology, which unfortunately cheated the installation of the method itself as the event and installation of the HR departments. HR processes is not there by an event.

The main event is there. Application methodologies of an application, there continuous modification as one goes on and indeed ensuring that the business results in the logical outcome. And for this, a frame work of reference which is of a better word captured of a HR technology deployment is the answer. The new age of integrated talent management technology requires a focus on transforming focuses through configuration to deliver meaningful talent intelligence to support strategic business decisions. I would like to articulate that again not necessarily explain it because I think the concept itself is clear enough if the logic of the narration so far has communicated itself.

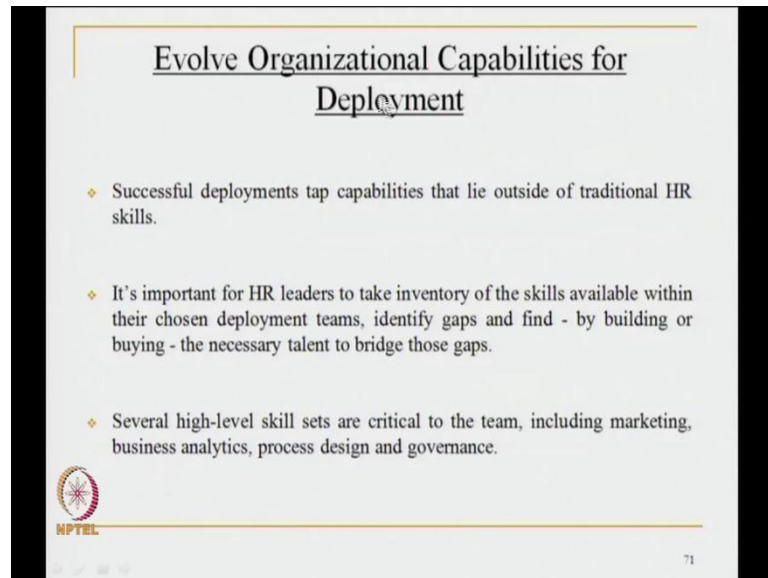
The new age of integrated talent management technology requires a focus on transforming processes through configuration, to deliver meaningful talent intelligence to support strategic business decisions. What is our giving for development of a new or perhaps such a new super specialization in HR. Talent intelligence and link talent intelligence to strategic business decisions, to figure out what works best? This first imperative in this evolution is to redefine how software implementation success is measured? The aspects of the measurements need to be clearly identified, and if one is going to get into talent, specific talent intelligence support for strategic business decisions, which is what I am arguing for.

For this a redefinition of software implementation success and therefore, its measurement is required. The technical delivery of talent management technology software is no longer the main event in an implementation. It is the new defining, where the new defining deliverables for implementation that are the key. And these defining principals of implementation of talent management technology will transform process. And this transform processes with throughout configurations that will deliver the holistic results that matter to business. They will throw up the holistic analytics that matter to business.

They will throw up the results which everyone has pass for at times bundles through to arrive on other occasions feels frustrated that they never arrive to give an example. Therefore, and to wrap up this part of discussion for a service organization, the key outcome of any talent management deployment at least hear me very carefully. For a service organization, the key outcome of any talent management deployment should be to understand the skills deployed. The skills needed for upcoming assignments and the


skills available on the bench. Once that process is done, it will be easier to manipulate and work through a predictable root to business success.

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Evolve Organizational Capabilities for Deployment

- ❖ Successful deployments tap capabilities that lie outside of traditional HR skills.
- ❖ It's important for HR leaders to take inventory of the skills available within their chosen deployment teams, identify gaps and find - by building or buying - the necessary talent to bridge those gaps.
- ❖ Several high-level skill sets are critical to the team, including marketing, business analytics, process design and governance.

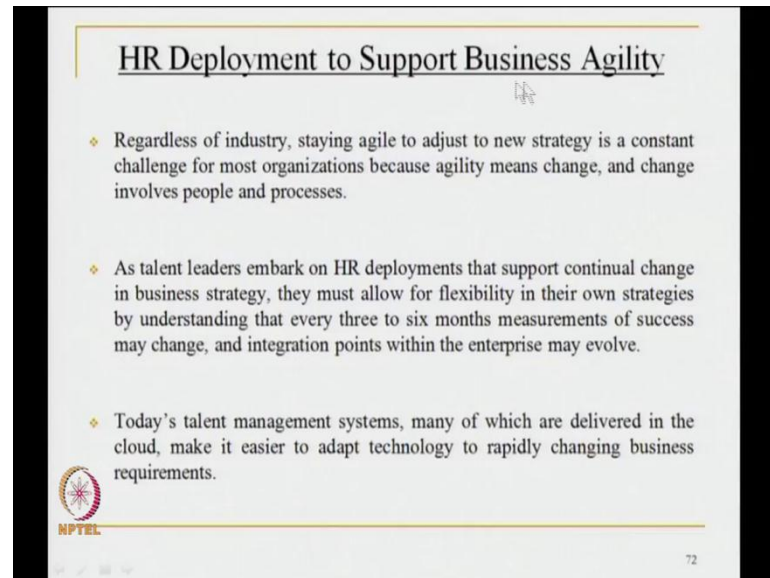
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Therefore, the reason need to evolve organizational capabilities for successful deployment, staff capability is that lie outside the tradition HR skill. It is important to HR leaders to take inventory of their skills available within their chosen deployment teams. Identify gaps and find by building or buying the necessary talents to bridge those gaps. Several high level skills are critical to team including marketing business analytics process design and indeed governance.


The recognition that planning processes alone can achieve these results should be an important outcome of this presentation, and the priming pathology will have to make organization specific and a whole set of dedicated course. Staff needs to argument its skill in organizational planning to make this come about.

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HR Deployment to Support Business Agility

- ❖ Regardless of industry, staying agile to adjust to new strategy is a constant challenge for most organizations because agility means change, and change involves people and processes.
- ❖ As talent leaders embark on HR deployments that support continual change in business strategy, they must allow for flexibility in their own strategies by understanding that every three to six months measurements of success may change, and integration points within the enterprise may evolve.
- ❖ Today's talent management systems, many of which are delivered in the cloud, make it easier to adapt technology to rapidly changing business requirements.

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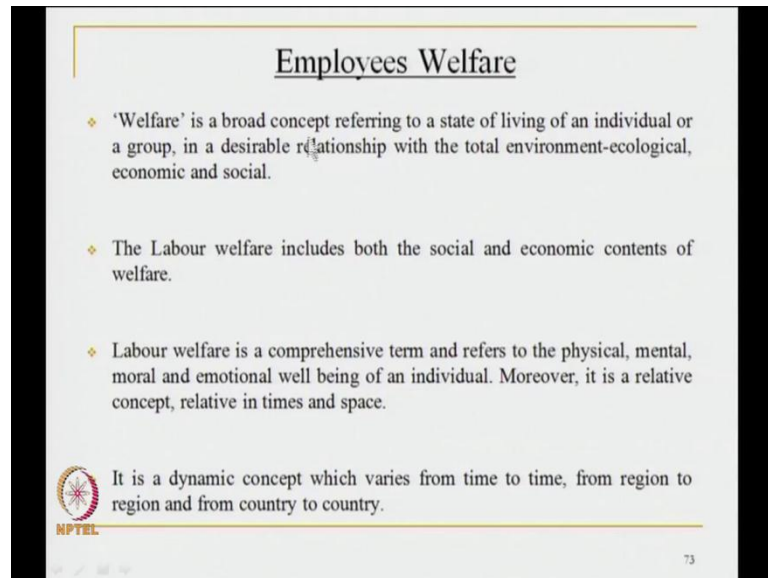
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HR deployment to support business agility is a must regardless of industry staying agile. To adjust new strategy is the constant challenge of most organizations. Because agility means change and change involves people and processes. This sentence needs to be read a second time for better internalization as talent leaders embark on HR deployments that support continual change in business strategy they must allow for flexibility in their own strategies.

By understanding that, every three to six months measurement of success may change it is important to realize that, every three to six months measurement of success may change and integration of points within the enterprise may involve today's talent management system. Many of which are delivered in the cloud make it easier to adapt technology to rapidly changing business requirements. I repeat today's talent management systems many of which are delivered in the cloud make it easier to adapt technology to rapidly changing business requirements which brings us essentially to the study of employee welfare and the concluding segment of what constitutes elements of human resources.




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Employees Welfare

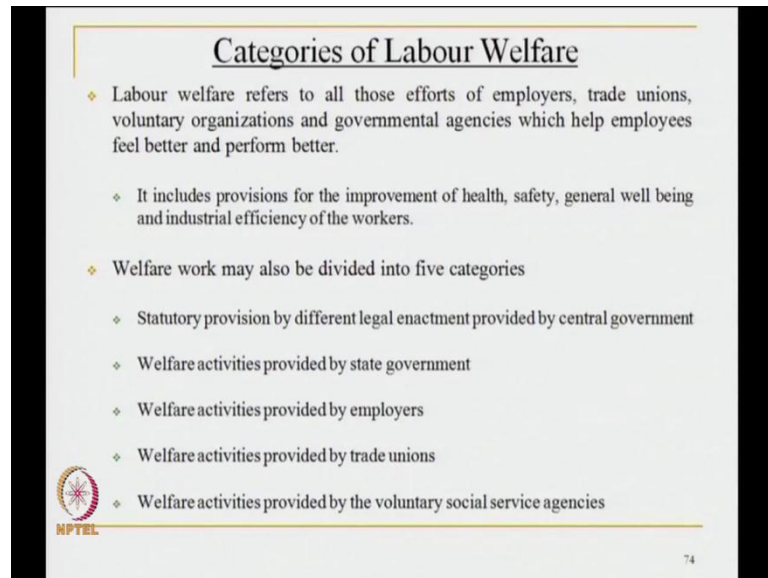
- ❖ 'Welfare' is a broad concept referring to a state of living of an individual or a group, in a desirable relationship with the total environment-ecological, economic and social.
- ❖ The Labour welfare includes both the social and economic contents of welfare.
- ❖ Labour welfare is a comprehensive term and refers to the physical, mental, moral and emotional well being of an individual. Moreover, it is a relative concept, relative in times and space.

 It is a dynamic concept which varies from time to time, from region to region and from country to country.

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Planning welfare is a broad concept referring to a state of living of an individual or a group in a desirable relationship with the total environment, ecological economic and social. I repeat welfare is a broad concept referring to a state of living or individual of an individual or a group. In a desirable relationship with total environment ecological economic and social lab, our welfare includes both the social and economic contents of welfare lab. Our welfare is a comprehensive term and refers to physical mental moral emotional well being of an individual. It does not necessarily mean again. I may repeat as has been pointed out after several times in this presentation a blue collared worker. More over it is a relative concept and relative to time and space, it is a dynamic concept which varies from time to time from region to region and from country to country. So, there is conceptual contextual specificity so far as employs welfare is concerned.

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**Categories of Labour Welfare**

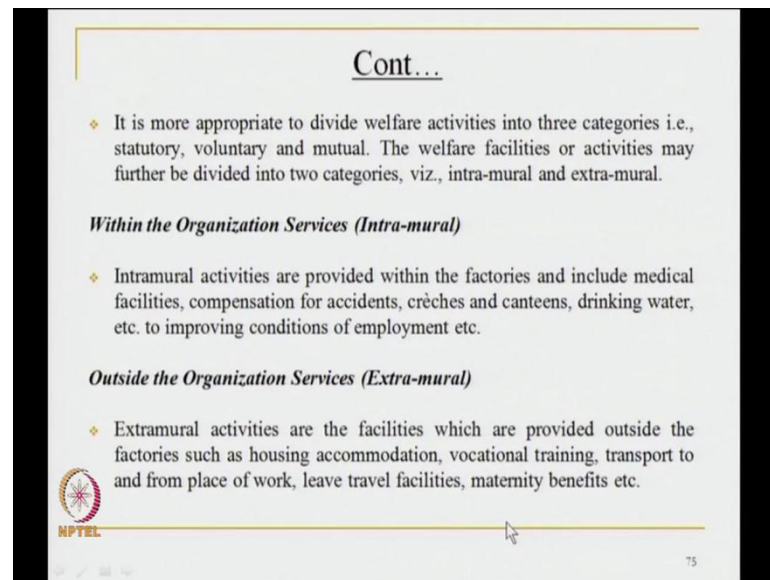
- ❖ Labour welfare refers to all those efforts of employers, trade unions, voluntary organizations and governmental agencies which help employees feel better and perform better.
- ❖ It includes provisions for the improvement of health, safety, general well being and industrial efficiency of the workers.
- ❖ Welfare work may also be divided into five categories
  - ❖ Statutory provision by different legal enactment provided by central government
  - ❖ Welfare activities provided by state government
  - ❖ Welfare activities provided by employers
  - ❖ Welfare activities provided by trade unions
  - ❖ Welfare activities provided by the voluntary social service agencies

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There are categories of labor welfare. Labor welfare refers to all those efforts of employers trade unions, voluntary organizations and governmental agencies which help in employees feel better and perform better. It includes provisions for improvement of health safety, general well being and industrial efficiency of workers. So, if you are helping them to feel better and perform better, there is nothing altruistic about it. This is very focused and functional, if they feel better and perform better. You are providing for industrial efficiency and that to happen. You must take care of health safety, general well being, and welfare work. Therefore, may be divided into five categories, statutory provisions by different legal enactment provided by central government very often touching a point safety working hour's security in all manners.

Welfare activities provided by state governments, welfare activities provided by the employees welfare activities provided by trade unions and welfare activities provided by the voluntary social service agencies. Therefore, the number of players in this is large, it covers a central government. It covers a state government, it covers the employers, it covers the trade unions, and it covers the social service agencies.

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The slide is titled "Cont..." and contains the following text:

- ♦ It is more appropriate to divide welfare activities into three categories i.e., statutory, voluntary and mutual. The welfare facilities or activities may further be divided into two categories, viz., intra-mural and extra-mural.

**Within the Organization Services (Intra-mural)**

- ♦ Intramural activities are provided within the factories and include medical facilities, compensation for accidents, crèches and canteens, drinking water, etc. to improving conditions of employment etc.

**Outside the Organization Services (Extra-mural)**

- ♦ Extramural activities are the facilities which are provided outside the factories such as housing accommodation, vocational training, transport to and from place of work, leave travel facilities, maternity benefits etc.

The slide also features the NPTEL logo in the bottom left corner and the number 75 in the bottom right corner.

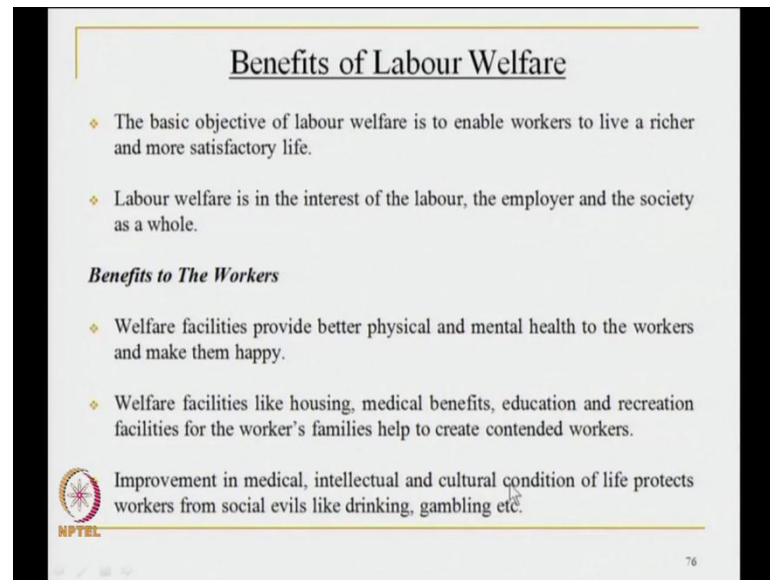
If you continue with the narration, the more appropriate to divide welfare activities into three categories. Because that will make it manageable it would be statutory, voluntary and mutual. So, instead of going to the state holders, the numbers keep growing larger. Because, to the list which already showed to you, it is possible to add whole number of other stake holders with varying degrees of intensity. But varying capacities of making noise, the human rights organizations, the media, the self appointed moral guardians and what have you it is not possible to elaborate or all constituents of this act. But it is possible to develop more self content categories.

Therefore, I have recommended and will take you back to the slide. Just now, we can call them statutory, voluntary and mutual. Let us get back to the slide and you will follow it more carefully. You have got as recommended possible a division of welfare activities into free categories and I have just mentioned this to you. The welfare activities may further be divided into two categories; intra mural and extra mural within the organization. That is the intra mural and outside organization which is extra mural. And if you create a matrix and the y axis of statutory voluntary and mutual around the x axis of intra mural and the extra mural, you have got a whole set of welfare activities which are easy to comprehend even easier to implement.

And now, easier to monitor intramural services are provided within the factories and include medical facilities. Compensation crèches canteens drinking water and what have

you outside the organizations are housing, accommodation, vocational training, and transport from place to place, leave, travel, maternity benefits. And you know that several organizations have added maternity benefits to it also.

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**Benefits of Labour Welfare**

- ❖ The basic objective of labour welfare is to enable workers to live a richer and more satisfactory life.
- ❖ Labour welfare is in the interest of the labour, the employer and the society as a whole.

**Benefits to The Workers**

- ❖ Welfare facilities provide better physical and mental health to the workers and make them happy.
- ❖ Welfare facilities like housing, medical benefits, education and recreation facilities for the worker's families help to create contented workers.

Improvement in medical, intellectual and cultural condition of life protects workers from social evils like drinking, gambling etc.

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The benefits of label welfare require basic objects of enabling workers to live a richer and more satisfying life. Labor welfare is in the interest of labor employer and the society as a whole. It is not a charity, it is a need. The focus is on better physical and mental health and housing, medical etcetera has been mentioned. The intellectual and cultural condition of life, which protects the workers from social evils like drinking and gambling are not advantageous which can be brushed away lightly.

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Cont...

***Benefits To The Employers***

- ❖ Labour welfare facilities help to increase employee productivity or efficiency by improving their physical and mental health.
- ❖ Welfare help to improve the goodwill and public image of the enterprise.
- ❖ Employee welfare also helps to improve industrial relations and peace.
- ❖ Employees take active interest in their jobs and work with a feeling of involvement and satisfaction.
- ❖ Employers secure the benefits of high efficiency, cordial industrial relations and low labour absenteeism and turnover.

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Leads to our enumeration of benefits to the employers, which are through out of labor welfare at facilities and what it means to a business, please read this slide carefully. Nothing much to explain on this slide, but an obvious conclusion emerges. Employers welfare is a serious activity which helps everyone to gain and take the organization and productivity forward.

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Approaches to Labour Welfare

- ❖ The different approaches to labour welfare also reflect the evolution of the concept of welfare.
- ❖ Earlier, the government of the land had to compel the industrial houses to provide the basic amenities to their employees.
- ❖ With the passage of time, the concept of welfare has undergone changes.

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It has Benefits for the society which requires therefore, an approached level welfare which is a different approach to a level welfare reflecting the evolution of the concept of

the welfare. Earlier on the government of the land had to be had to compel the industrial houses to do. So, today everyone sees the advantage hopefully with the passage of time. The concept of welfare has undergone a change and is likely to undergo the changes. But please remember, employs welfare, label welfare does not conclude which the termination formal employment relationship of the individual with the organization, but does indeed continue beyond formal relationships even in the post retirement phase, because you have rendered 35, 40 years of service to an organization.

In the post retirement phase, which means lack of age, your physical needs may need more external support, your financial needs need not be as entire limit out of your savings. Because of the blessings and the meaning of the word blessing need not be lost of inflation. So, the value of money has detrained the crumbling of many social networks which means the social safety net is no longer available. So, there is a whole specialization of post employment welfare activities which many organizations have rightly accepted to be a part of their duty, and supporting x; implies to lead a life of dignity and indeed worth contributing to the society in their own way.

They are being beneficial, it is not due to a charity, due to them, but it is the investment which the society makes for its own future. A future which faces every one which many people in position may not recognize, but are bound to get their sub deal; therefore, again like many things in management, this is the futuristic approach. And to study the planning processes with reference to the welfare activities of employees is an important ingredient of HR planning.