

HR Development in LIC of India The Planning Process

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ABSTRACT

Human Resource Development's main concern is the development of skill, abilities and knowledge. HRD is a supportive system. Which helps the line manager and personnel people becoming more effective. Before introducing the HRD as a system it is essential to create a conducive HRD climate in the organization. For an approach on HRD strategies, the services of external consultants are taken in many of the organizations. Thereafter, seminars are arranged at all management levels. Participation of union and associations is also advisable in the seminars for HRD planning. Individuals from branches and offices from different part of India of LIC can also invited for sharing their experiences pertaining to the HR Practices in the appropriate forums.

1. INTRODUCTION

The emergence of Life Insurance Corporation of India (LIC) as the largest single channel of individual savings and the biggest investing institution is a significant event in the socio-economic development of the country.

The LIC of India was established by an Act of parliament which received the assent of president on 18th June, 1956. The Act came into force in 1st July, 1956 and the corporation began to function on 1st September, 1956. Since that day the corporation is having the exclusive privilege of carrying out life insurance business in India. The Corporation is an autonomous body and has necessarily to run on sound business principles. The corporation has been fully carrying out the role assigned to it and justifying the confidence of public by offering absolute security, attractive policy terms, dependable services, economic management and favorable returns to the nation at large.

Today Human Resource Development (HRD) is an emerging concept, which no organization with long term objective can easily ignore or excellence. The success and survival of an organization therefore largely depend on how well the

- people in the organization performed, i.e.
- how well the human resource are managed in
- an organization. How does an organization
- identity the people it requires and then
- convince them to join? What does it take to
- train them, evaluate to their performance,
- encourage them to stay with the organization
- and contribute to its objective? Strategic
- response of challenge has to be wide ranging
- in LIC of India. It has to look at its
- organizational structure, the systems, the
- process and to bring about the much needed
- changes. But most of all, It has to equip and
- rally round its men to meet the challenges. A
- challenge is also an opportunity. The LIC of
- India has to snatch this opportunity and
- snatch it fast before the Competition
- overtakes him. Since in a service industry
- like LIC of India the raw material is men,
- HRD is the single most potent element for
- strategic response to the challenge of change.

In present time a wide range of insurance companies in the market, against LIC of India. After passing the IRDA act in Dec.1999 LIC is facing a tuff competition in the market. To compete in the market LIC of India has to improve and increase its human resource capabilities. It has to sharpen its employees by using new techniques and methods.

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Present paper focus on planning for HRD in LIC of India, Because only HRD is that weapon in the arms of LIC using by which LIC can develop skill, abilities, knowledge, talents, values, competencies, beliefs of workforce and creative abilities of its human resource.

2. HUMAN RESOURCE DEVELOPMENT

Now, it is realized by all that efficient management of human resource is the key of success and growth. In the times to come each organization will manage its human resources efficiently and stand in the competition. The competition is not from within but it is global. Organizations should be prepared for facing global competitions. There are giant players in the globe where survival of the organizations is at stake. Only the fittest will survive. Human Resource Development plays a pivotal role in this respect.

A look at the LIC of India as a organization there is a ample scope for further improvement in every aspect of HRD. In the sphere of managerial beliefs a more 'positive' attitude towards the employees is called for. The management must examine, in addition, its own beliefs about the employees and how these beliefs influence the policies and procedures in the LIC of India.

There is again scope for innovation to reduce boredom and alienation because the repetitive and routine nature of Insurance jobs can easily bores today's employees being highly educated and ambitious. There is a plenty of room for a critical examination of the personnel policies and procedures, which is one of the dimension of the organizational climate.

3. ISSUES AND PLANNING FOR HRD IN LIC OF INDIA

In the fast moving business world of today, organizations are evolving. The role of

manager has become more diverse. Radical changes are taking place because of economic pressure and the demand for enhancing efficiency and productivity. Growth of information technology facilitated task to be completed within seconds than in days. To keep pace with such an environment, organizations must develop its people and allow them to grow. HRD therefore be viewed as total system interacting with other system of the organizations. This is possible through HRD.

LIC of India is one of the largest public sector enterprises in the country, having a well developed organizational structure spread all over the country in a systematic manner. In the term of implement to HRD policies in LIC of India should be focus on developing skills, values and behaviors of its employees. It should create a climate free from monotony and to improve the working life. It should facilitate effective communication to surface creative ability of employees in full swing. However, there are some issues which are based on experience can be raised in relation to introduction of HRD in LIC and they are as follows:

4. ASSESSING THE HRD CULTURE IN LIC OF INDIA

The effectiveness and adequate dimensions of HRD in an organization depend upon the need for developing its human resources. In the fast moving world the organizations have to inculcate an enabling HRD culture to make the organizations dynamic and growth oriented. An enabling culture is empowered culture where employees of the organization use their knowledge skill and potential to take initiative and risk to make things happen. The special features of HRD are openness, mutual trust and understanding, autonomy, authenticity, proaction and collaboration. HRD culture must also promote cooperation and harmony in the organization. Employees and managers should be helpful to each other

and share the feeling of their colleagues.

5. REVAMPING THE TRAINING FUNCTION

Training is an attempt to improve current or future employee's performance. Increasing an employee's ability to perform through learning usually change the employee's attitude and increase his knowledge. Training is needed to move more towards OD and problem solving. This would mean that instead of standardized training system, more and more training should be focused on action to be taken for improving some parts of the functioning of LIC of India.

6. CREATION OF HRD CLIMATE

HRD climate an expression to "what the organization is". It is the manifestation of the attitudes of members of organization towards it. In the early stages before the introduction of HRD as a system, it becomes essential to create a conducive HRD climate. This instrument developed by social scientist can be used to ascertain how much a favorable climate exists in any organization. If the climate for introduction of HRD is low, methods can be adopted to create a suitable climate. An appropriate climate can be created by stressing the importance of development of people and working together to find solutions of problems. HRD climate can also be create by helping the employees to understand what is involved in HRD. To improve HRD climate in LIC, individuals from other organizations can be invited to share their experiences in the appropriate forums.

7. DEVELOPMENT OF HRD STRATEGY

The first step in the introduction of HRD may be taken by inviting an external consultant to study the organization and prepare a strategy of introducing HRD functions therein. Once the external consultant

has prepared an approach paper and strategy of introducing the HRD functions, it will be useful to have a discussion on the implications at various levels in the LIC of India. The first seminar should be conducted at the top level. Taking the feedback from that level, seminars may be conducted simultaneously at two or three levels in the organization. This type of seminars and trainings will increase competence of the employee's with development of knowledge, new skills and attitude. Employees become more committed to their jobs and become more proactive.

8. PREPARATION OF A DETAILED PLAN

It may be useful to prepare a clear phasing of HRD along with the dates and parts of which it would be introduced. Some systematic plan like PERT chart for introduction of HRD may be useful. The sequence of HRD implementation may be shown in the chart, with dates and alternative actions. When HRD is introduced in LIC of India, employees may be given an strengthening the roles of the line managers because it will help the managers and personnel people to become more effective.

9. INDUCTION OF HRD SPRIT

In the earlier stages of HRD, much more emphasis needs to be given on the spirit rather than the ritualistic part of it. There are two specific methods in which the spirit of HRD can be inducted in LIC of India. Firstly, emphasis can be given to the development of individuals through the help of their supervisors. Secondly, solving problems by working together can be emphasized.

OD activities may also be introduced in the way of solving problems. If OD spirit is to be inculcated at the beginning it may be useful to select all levels of LIC which have positive attitudes and whose managers are

enthusiastic in experimenting innovative ways of solving problems.

10. CONCLUSION

In the end there is no single way of introducing the HRD function in the organizations, while the each organization has to find its own steps to introduce the HRD, some general directions may be observed. It is necessary to introduce and inculcate the spirit of HRD. Training functions should be reoriented towards designing training for improving action of a specific group.

• Performance counseling skills may be given
• to the line managers so that they can help
• there employees to take steps to improve
• their performance and working. Formal HRD
• systems may be introduced in the zonal office
• in the LIC and later, after its success, to other
• offices and branches of LIC. Sophistication in
• the HRD systems may be introduced in
• phases. Finally, the HRD formal functions
• may be introduced and detailed short- term
• and long term plans may be implemented in
• the all offices and branches of LIC of India in
• all parts of the country.

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