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Creating Employee Development and Motivation Plans

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Abstract
Individuals in an organization form its vital resource and must be valued, nurtured and retained. Employees are the most valuable assets and truly the backbone of an organization. Every employee in his/her own way contributes towards the success or failure of an organization. Without employees in an organization, even the most powerful machinery with the latest technology would not function. Employees should not treat their organization as a mere source of earning money. Remember, your job is not just to come in the morning, leave in the evening and receive your paycheck. On the other hand, employers should not treat their employees as slaves. Employers must invest their time and resources in training and developing their workforce for them to become indispensable resources later on. Employees should be developed and prepared to face even the worst situations.
Keywords: HR in Employee Development, Creating Employee Development, Motivation Plans

1.0 INTRODUCTION

Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition. Believe me, if you are not aware of what is happening around you, even before you realize you would be out of the game. As they say there is really no age limit for education. Upgrading knowledge is essential to live with the changes of time. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities. In a layman's language, employee development helps in developing and nurturing employees for them to become reliable resources and eventually benefit the organization. Employees also develop a sense of attachment towards the organization as a result of employee development activities.

Organizations must encourage their employees to participate in employee development activities. Employees also must take skill enhancement or employee development activities seriously. Do not attend trainings or other employee development activities just because your Boss has asked you to do so. Don't just attend trainings to mark your attendance. You just cannot use same ideas or concepts everywhere. It is excellent if you know Microsoft Excel or for that matter Microsoft Word. Remember simply knowing few basic functions of MS excel would not help you in the long run. It might help you in the short run. Excel is not just to store your required data. There are many other formulae and advanced applications which one should be aware of.

Enhance your skills with time. Employee development can also be defined as a process where the employee with the support of his/her employer undergoes various training programs to enhance his/her skills and acquire new knowledge and learnings. Every organization follows certain processes which not only help in the professional but also personal growth of an employee. Employee development activities help an employee to work hard and produce quality work.

1.1 Employee Development Activities

Professional Growth: Employee development activities must be defined keeping in mind an employee's current stage and desired stage. Knowing an employee's current and desired stage helps you find the gaps and in which all genres he/she needs to be trained on. Human resource professionals must encourage employees to participate in internal or external trainings, get enrolled in online courses to increase their professional knowledge and contribute effectively.

Personal Growth: Employees start taking their work as a burden only when an organization does not provide any added benefits or advantages which would help in their personal growth. Soft skills classes, fitness sessions, loans with lower interest rates are certain initiatives which not only motivate an employee to do quality work but also help in employee development. Employee development not only helps in enhancing knowledge of employees but also increases the productivity of organizations. Employees, as a result of employee development activities are better trained and equipped and work harder to yield higher profits.

1.2 Importance of Employee Development

Employee development activities help in the growth and development of employees, who are the true assets of an organization. You need to respect your employees for them to feel motivated and develop a sense of loyalty and attachment towards the organization. Don't forget your employees strive really hard for almost the entire day to accomplish the organization's goals and objectives. They need to be appreciated. The management ought to acknowledge their hard work. Employees who give their heart and soul to the organization also expect something in return. Money could be one motivating factor but nothing like it if you prefer your employee not only for his/her current job but also for future assignments as well. Employees need to grow with time. One cannot apply similar skills and techniques everywhere. Technology also becomes obsolete with time. An individual need to keep himself/herself abreast with the latest developments to survive the fierce competition.

Employee development is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better. Employee development activities and trainings make an employee aware of the latest developments and what is happening around him? Employee development is important not only for professional but also personal growth of employees. Employee development activities prepare individuals for adverse conditions and unforeseen situations. Every employee likes to acquire new skills and learnings while at job. A sense of pride develops when they feel that their organization is investing time and resources to train them. Employee development is essential for extracting the best out of employees.

In-house and outsourced trainings, conferences, seminars, WebEx sessions make employees better and reliable resources. Make them feel that the responsibility of the organization lies in their shoulders only. Trainings indeed help an employee to perform his/her level best, eventually benefitting the organization and yielding higher profits. Employee development creates a learning culture in the organization where every employee is motivated to learn new skills and acquire new learnings. You really need to give their careers an extra push. Motivate them to inculcate the habit of reading. Encourage them to register for various online or distance learning courses which will help them enhance their skills along with their jobs. Employee development helps an employee to do a self-analysis of himself/herself. He knows where he is lacking and what all new skills and learnings will help him/her improve his performance and deliver better results. You need to evaluate your performance from time to time to measure the gap between your current stage and desired stage.

Employee development activities and trainings help the employees to overcome the gap between their current stage and where they would like to see themselves five years down the line. Employee development activities not only prepare an individual for present but also for the future. Training is important as it makes an employee self-dependent and capable of facing even the worst circumstances with a smile. Organizations who train their employees from time to time do not face the problem of employee attrition. Employees hardly leave such organizations where they are being trained along with their routine jobs. Employee development also goes a long way in strengthening the relationship among employees. Individuals as a result of various trainings, open house sessions, forums tend to interact with each other more and thus come closer. They do not hesitate to share knowledge, pass on relevant information and even train fellow workers.

1.3 Employee Development Plan

Employee Development refers to steps taken by an organization to enhance the skills of an employee and motivate him/her to acquire new knowledge and leanings. Employee development activities upgrade an individual's existing knowledge, sharpen his/her skills and also prepare him/her to take up new opportunities in the future.

As a result of trainings and employee development activities, employees face adverse conditions, unforeseen situations and challenges with a smile.

1.4 Four steps employee development Plan

   First Step - Prepare an Employee: No amount of trainings would help unless and until an employee realizes the value. An individual must understand as to why trainings are being organized? Remember, no organization would like to spend its money on nonproductive activities or something which would neither help the employees nor the employer. Your manager would not know what all new skills you need to learn? The success of employee development plan to a large extent depends on the employee itself. Organizations must encourage their employees to think about their growth chart in the organization and how would they achieve the same? Each employee should be aware of his/her roles and responsibilities and how can he/she contribute more effectively towards the organization. It is always better if employees come up with their own development plans and what all new they would wish to learn for them to become versatile. Human resource professionals can prepare various questionnaires which can be circulated among employees to know their opinion. Let your employees suggest your activities which will help them develop further. The questionnaire can have basic questions like:

- Key responsibility areas of an individual
- Skills needed to perform his/her duties
- Major achievements
- Where does one see himself/herself five years down the line?
- New initiatives one would like to handle
- New skills one would like to learn

Such questions help the management know the current position of an employee and what all areas he needs to be groomed and trained?

   Second Step - Plan Development Activities: Once you have a rough-cut idea of what your employees expect out of you, start preparing development plans. A common development plan would not work out for all employees'. Every employee is different. Organize various internal as well as external trainings keeping in mind the employee's requirements and how the training program would benefit him/her. Design the training programs in line with the organization's needs and demands. Encourage employees to sit with an open mind and interact with the trainer as much as they can. Mere one-way communication makes the training boring and nothing productive can be derived out of it.

   Encourage employees to work in teams. Individuals do train their counterparts on jobs. Ask individuals to train their fellow workers. This would not only train other employees but also make the trainer proficient. Motivate employees to learn from each other. Allow employees to discuss their work on an open forum once in a week. Such activities help in information and knowledge sharing. Employers must sit with their employees to understand how certain jobs can be redesigned for an increased output. Let employees come out with innovative ideas. Acknowledge and appreciate their new concepts and suggestions. Give additional responsibilities to employees. Ask them to represent their teams, prepare reports, track their team's performances and so on. Make them accountable for their team's performance or new processes. Let them take charge. Let employees assist their managers in day to day work. Team leaders can take their team members for business meetings or crucial deals once in a while. Taking them out for meetings and providing them the chance of interacting with clients will give them the necessary exposure.

   Third Step - Performance Monitoring: You need to keep a track of what your employees are up to? Proper feedbacks are essential. Sit with your employees after each quarter and review their performances.Give them necessary suggestions as to how they can improve their performance. If they have not performed well once, do not shout on them or demotivate them.

   Fourth Step - Create Confidence: **Trust your employees**. Make them feel that you are there with them. Don't always count their mistakes; rather appreciate them whenever they do something extraordinary. Support your employees to expect loyalty in return.

1.5 Steps in Creating Individual Development Plan

   Individual development plan plays an instrumental role in employee development. Individual development plan is generally prepared both by the employee as well as the employer as to what all initiatives the organization needs to take to enhance the skills of an employee and help him grow both personally as well as professionally. Individual development plans are generally well written and hence taken seriously both by the management as well as employee. In an individual development plan, employer or the team manager outlines the job responsibilities/key responsibility areas of an employee in lines with his educational qualification, back ground, specialization and areas

of interest. In a layman's language through individual development plans superiors decide the career goals of employees and how they can accomplish the same.

Individual development plan is designed and implemented in the following steps:

Step 1 - Self Assessment by employees: Employees ought to analyze their strengths and weaknesses to know the gaps between their current stage and desired stage. No one knows you better than yourself. Find out what all skills you should know if you really want to excel in your professional career. Set a benchmark for yourself. Every employee should have well defined key responsibility areas and job responsibilities; the very first day he/she joins an organization. At the end of every month, jot down what all important you did in the month, your achievements, your contributions towards the organization and so on. Check whether you have exceeded the targets of your previous month or not? Compare your knowledge and skills with those mentioned in your key responsibility areas. Do not hesitate to send weekly or monthly reports of what all you have done to your seniors. Performance monitoring is essential to successfully design individual development plans. To know what extra you need to learn, you need to understand where all you are lacking. Ask for proper feedbacks from your seniors.

Step 2 - Assess your current position: It is essential for employees to evaluate their current position in the organization and how they can improve their performance which would not only help in their career development but also benefit the organization. Identify what the management expects out of you? Organizations face problems as majority of the employees do not know what they are supposed to do in the system? Ask yourself what if in the coming times you have to handle new clients or your organization asks you to perform additional responsibilities? Are you really capable of surviving the changes in the work environment? Are you well equipped to face unforeseen circumstances or adverse conditions? Do not always think about the present but also for the future. Find out what all new skills you need to learn to be an efficient resource for the organization. An employee must know what all goals he/she would like to achieve in his/her professional career? How would trainings and new learnings benefit you as well as your organization?

Step 3 - Identify Development Activities: Identify how you would achieve your career development goals. Identify what all steps you need to take to upgrade your knowledge and enhance skills?

Step 4 - Implement your Plan: Prepare a rough draft of your development Plan. Do take the help of your manager or supervisor. Your manager's approval is necessary. Once you are ready with your individual development plan, put your plan in action. Implement your plan and evaluate your progress on a regular basis. Find out how the plan is helping you.

2.0 CREATING EMPLOYEE DEVELOPMENT PLANS

Employee Development refers to efforts taken by organization to upgrade the existing knowledge of employees, enhance their skills and encourage them to take up new courses or training programs. Employee development activities play an important role not only in the professional but also personal growth of employees. Individuals who do not brush up their skills from time to time find it difficult to survive in the long run. Try to learn something new every day. Find out what all new courses are available and how would they benefit you professionally? Do not register for any irrelevant course which would be of no use to you. It is a common practice that employees do not take training programs seriously. They tend to find excuses to miss the trainings and consider them as a mere waste of time. Employees should not attend trainings just for the sake of their attendance.

Human resource professionals need to be extremely careful while creating employee development plans. No two employees are similar. Employee development plans should be designed in lines with the employee's needs and requirements. Speak to your employees and try to find out what all new skills they need to acquire for better results. Development plans should be aimed at making an individual a better professional by encouraging him to expand his/her horizons, upgrade existing knowledge and think beyond his/her domain. One should never limit himself/herself in the job market. Employee development Plans should be created keeping in mind the following things:

- What all skills an employee possesses?
- Key responsibility areas/Job responsibilities of an individual
- What all skills he/she needs to acquire for an increased output?
- In what all genres apart from his current profile he/she can contribute?

Employee development plans should benefit an employee who in turn can benefit his/her organization by successfully accomplishing goals and objectives. A manager while creating employee development plans should not

only focus on an employee's current job responsibilities but also think from a broader perspective. Trainings and employee development activities should help an individual in his/her entire career span as well. An employee should be able to benefit from the trainings even when he/she moves to a different organization. Employees should be made to work on live projects which would provide them real world experiences. This way employee learns new skills while on job.

Design online course material on topics such as Soft skills, Interview Etiquette, Dressing Etiquette and so on (which would help employees in their job) and upload the same in web portals. Ask employees to login and go through the study material once in a while. Make sure the content is interesting and informative. Add some nice images and graphics to grab the attention of the readers. You can also conduct an internal online test of all employees based on their study every month. Felicitate who ever performs well. This would motivate other employees to go through the study material seriously.

Encourage employees to read a lot. No employee can work for eight to nine hours at a stretch. Instead of wasting time in gossiping, employees should pick up relevant magazines which would help them with new learnings. Divide the employees in groups (Employees with similar needs can be put in one group) and assign a mentor for the group. Mentor should not be a mentor just for the namesake; he/she should help employees brush up their skills and enhance knowledge. Employee development activities ought to motivate employees to participate in conferences and seminars.

2.1 Employee Development Plan Process

Employee development is an ongoing process which helps employees to enhance their skills and knowledge to contribute more effectively towards the organization. Remember you are not paid for simply coming to office and leaving on time. You really need to perform exceptionally well to stand apart from the rest. It is essential for employees to upgrade their knowledge with time to survive the changing environment and fierce competition at the workplace. Employee development process begins from Day one when an individual joins an organization. You really do not have to wait for annual appraisals to implement the employee development plan. Induction and orienting new employees are also effective ways of employee development.

2.1.1   Understand why do you need employee development plan?

Employee development plans prepare an employee for his current as well as future assignments and make him loyal and dedicated towards the organization. An employee should feel comfortable even on his/her first day of work. Performance begins on the very first day an employee steps into an organization. Make sure induction programs are meaningful and not just a mere formality. Orientation programs must acquaint the employee with the policies and procedures, rules and regulations of the organization. Design key responsibility areas of an individual in lines with his educational qualification, background, past experience, specialization and areas of interest. Provide him manuals, brochures or employee handbooks which an individual can take back home for future reference.

Team managers or reporting bosses ideally should spend some quality time with the new employee to orient him to the organization. Do not overload him with unnecessary information. Trust me, he will never come back. Job expectations must be communicated to the employees the very first day itself. Be open for any feedbacks or queries. Ask the new member to have lunch with his fellow workers. Let him be familiar with his team members. After all he has to work with them. Managers ought to give regular feedbacks to employees. Performance appraisals or promotions should not come as a surprise to employees. Be very transparent with your employees. Give them a clear picture of their current performance and growth chart in the organization. There are two types of employee development Plans:

Professional Growth: Such employee development plans are created to help individuals in their career growth. In such a plan, a team manager sits with his team members and designs growth plans with specific deadlines as to when the development goals can be accomplished. It is essential to give deadlines to employees for them to take trainings and employee development activities seriously. Employees are encouraged to attend training sessions, seminars, conferences to acquire new skills and knowledge.

Improvement: Managers design a performance improvement plan also called as PIP and create an action plan to help employees improve their performance. Employees are trained not only for their professional development but also for their personal growth. Initiatives are taken to improve behavioral skills, communication skills, interpersonal skills which would help them in the long run.

Follow ups of employee development Plans

The most crucial stage is the implementation stage when employee development plans are put in action. Follow ups are crucial. Discuss even the minutest problem which might prevent the successful implementation of employee development plan. Do not leave any query unattended. It would bother you later.

Monitor Progress: Progress of employees need to be measured to find out how employee development plans are benefitting the employees. Find out whether employee development plans are actually helping employees in their career growth or not? Are you getting appreciated by the management for your extraordinary performance? Do not forget to celebrate your success.

2.2 Implementing Effective Employee Development Plan

Employee development plans are designed to help employees grow both professionally as well as personally. Employee development Plans help employees in their career development. It is essential for employees to enhance their skills and upgrade their existing knowledge with time to survive the changes in the workplace.

2.2.1 Implementing Employee Development Plan Effectively

Once an employee development Plan is created, the next challenge is to implement it successfully. You need to be extremely careful while putting your plan in action. You need to understand why your employees and organization need employee development plan in the first place? Remember, employee development plan does not mean asking employees to fill few forms and questionnaires. Questionnaires and forms are just a medium through which you can actually know what your employees expect from you? The feedback forms must be read and evaluated properly. Creating piles of documents would not help.

You really need to sit with your team members and discuss their problems individually. Ask them to analyze their skills and knowledge. Let them come up with their problems and challenges they face in their day to day work for you to provide the right and appropriate solution.

Make your employees believe in employee development plans. Highlight the benefits of trainings, conferences, forums, online courses or any other employee development initiatives. Employees ought to get benefitted out of training programs for them to understand the importance and also motivate others to attend the same. Give some kind of special benefits to employees who regularly attend training programs and strive hard to acquire new learnings and knowledge to benefit themselves as well as the organization.

Employee development process does not always mean inviting employees for formal trainings, conferences, sessions, seminars, Webex sessions or formal discussions. Taking employees out once in a while for an informal get together also goes a long way in employee development and motivating them to deliver their lever best. It is not necessary you have to be after your employee's life to make him attend training programs. Informal meetings where every employee has the liberty to express his/her opinions also help in employee development. Ask employees to bring their mugs of coffee for morning meetings. Do not create any sort of pressure on them. They would never open up. Their ideas, concepts, opinions should be respected. You would automatically come to know that employee development plans are implemented successfully when every employee attends training sessions with a smile and shows remarkable progress. Employees should not treat employee development initiatives as a burden.

Managers should keep employees and their career growth at the top of their priority list. Do not be rigid. Do not hesitate if you have to slightly deviate from the policies of organization if it is eventually benefitting the employee and making him happy. A slight modification in the management practices can sometimes make significant impact on employee development.

Appraisals should not come as a surprise to employees. Progess should be discussed with them on a regular basis. Employees must be aware of their key responsibility areas and their growth path in the organization. Do not treat your employees as "slaves". No amount of employee development plans would help if you do not respect your employees. Employees must have a say in major organization's decisions.

2.3 Communication and Employee Development

Communication helps living being (human beings, animals, even birds) share their feelings with others. Information sharing takes place through effective communication. Communication plays an important role in development of employees. Communication helps in the exchange of ideas, thoughts and information through speech, signals, writing and so on. How would you feel if you are not allowed to express your feelings to your family, your

friends and in fact the whole world? You would feel demotivated, neglected and a sense of frustration would soon develop. The same thing happens with the employees as well. Everyone would agree that an employee actually spends his maximum part of the day, striving hard to accomplish the goals and objectives of the organization. No organization gives salary for free. What would happen if employees who give their heart and soul to an organization do not have the liberty to speak and express their thoughts? Trust me there would be dissatisfaction all around, no one would work sincerely for the organization. eventually affecting its performance in the long run.

Employees should have the right to express their opinions in front of others if you really want them to develop and grow professionally. No amount of trainings or employee development activities would help, if employees have no choice but to accept whatever is imposed on them. Let them speak. They would infact come out with better ideas as to what all skills and activities would help them perform better. Encourage healthy communication among employees. An individual should be aware of what his fellow workers are up to. Let him speak to his colleague. Let him find out what all skills his colleague knows and he still has to learn. An employee acquires new learnings while on job itself. Employees should be motivated to work in teams.

Remember a manager's role is not just to sit in closed cabins, shout on employees' and communicate with them only through emails. Emails are an important medium of communication, but nothing can beat verbal or face to face communication. Managers must sit with their teams twice or thrice to review their work, share feedbacks and whenever required address their grievances.

An employee should have the liberty to walk up to his manager's cabin in case of queries. If you do not allow your employee to speak, how would you know in which all areas he is lacking and what kind of training would help him? Be there for your team. Do not force anything on your employees. Let them come out with their problems for you to suggest the solutions. Introduce the concepts of morning meetings. Meetings can be conducted department wise, branch wise and so on. Each and every employee participating in the meeting should have the liberty to express his/her view points. Respect other's opinions. An employee should have the freedom to express his/her thoughts and share information irrespective of his designation or level in the hierarchy.

There are some people who do not open up easily in front of others. Install a drop box in the reception area and ask employees to write their feedbacks, opinions or any other query on a piece of paper and put it in the dropbox. Do not ask them to write their names but yes do ensure they mention their departments or functional areas. This would at least help you understand what all new training programs or sessions you need to introduce in the organization. After every training program, do take feedback of employees. The feedbacks must be carefully monitored and implemented. Try to make your trainings more effective in the future.

3.0 MOTIVATION AND EMPLOYEE DEVELOPMENT

Employee development refers to initiatives taken by organizations to constantly enhance their employees' skills and upgrade their existing knowledge with time. Employee development activities and trainings make an individual self-dependent and prepare him/her for unforeseen circumstances. Employees as a result of trainings can deliver their level best and contribute more effectively towards the organization. Motivation is one of the key factors which help in extracting the best out of employees. You really need to make your employees feel important in the system if you want them to perform well. Motivation plays an essential role in employee development. Encourage employees to participate in trainings, seminars, conferences or any other initiatives which would help them acquire new learnings. Human resource professionals or team managers need to convince employees as to how various training programs would help them develop their skills and benefit them in the long run.

Human resource professionals need to interact with the employees and explain them how training programs would help them grow both professionally as well as personally. As a human resource professional your role is not just to design training programs or employee development activities but also motivate employees to attend the same with a smile. Don't expect everyone to be present at the venue just because you have sent an email or circulated a poster among the employees. You really need to highlight the importance of training programs and what all new skills, knowledge or learnings an individual can acquire as a result of such trainings. Let employees come up with their problems and challenges they face in their daily work.

Encourage a learning culture in your organization where employees feel motivated to undergo various trainings and inculcate new learnings. Employees ought to have liberty of expressing their thoughts and sharing their ideas. Let them come up with innovative ideas, concepts and solutions. Do not under estimate any employee. You really do not know when someone might come up with a brilliant idea. Appreciate them whenever they perform any

extraordinary task. Make them feel that they are indispensable resources for the organization. Be there for your team. You really need to make your employees feel that you are there with them always. This way an employee not only feels motivated to participate in various events and trainings but also develops a sense of loyalty and attachment towards the organization.

Provide certificates of participation to employees who attend the training programs. Give them some kind of benefits in form of promotions, added responsibilities, monetary benefits and so on. Make them feel a little special. Let others who did not attend trainings feel that they missed out something really important. As a team manager your job is to provide adequate growth opportunities to your employees. Help employees in achieving more. Review their results on a regular basis. Give them necessary feedbacks and tell them where all they are lacking. Never ever demotivate them. Criticism leads to frustration and kills the team morale. Guide them and suggest as to how they can overcome the gap between their current stage and desired stage. Motivate them to register for various online course materials, forums which would groom them and prepare them for future.

You really need to give that extra push to your employees for them to take employee development activities and training programs seriously. Till what time you can run after their lives? After all, even they need to be serious about their own career.

3.1 Role of Human Resources in Employee Development

Employee development activities refer to initiatives taken by organization and employees to enhance their skills with time and keep themselves acquainted with the latest developments. Human resource professionals play an essential role in employee development activities. Human resource professionals play an essential role in creating a culture in organization where every employee takes trainings and employee development activities seriously. Invite all your employees on a common platform and highlight the importance of trainings and how such initiatives would help employees grow both professionally as well as personally. It is a common practice that Human resource professionals only interact with the functional heads, managers or team leaders expecting them to pass on the information to their team members. Please avoid such a practice.

Remember, as a human resource professional, you are the face of the organization. Your duty is not just to interact with the managers or supervisors, but with each and every individual who is on rolls of the organization. Employees would only believe you if you sit with them and discuss the challenges they face in their routine work. Try to find out in what all areas an employee is lacking and what all new skills would help him be an efficient resource. Trust me if you are a little patient, an individual would open his/her heart to you, rather than being candid in front of his/her boss. Understand that no two employees can have similar needs and requirements. Ideally make a case file of each and every employee. Take the help of their superiors as well. Design relevant training programs for employees which would be of use to them and prepare them to face unforeseen situations with a smile. Divide employees into groups (Employees with similar needs can be put in one group) according to their training needs and if need be arranging exclusive training programs for them. Do not hesitate if you have to call someone from outside for employee development activities. Trust me; your employees are your organization's real assets.

It is the responsibility of a human resource professional to motivate the employees to participate in employee development activities. Make them believe that the future of the organization lies in their shoulders only. Make them feel important. Encourage them to upgrade their existing knowledge from time to time to become indispensable resources for the organization. Employees who acquire new learnings and enhance their skills from time to time would definitely perform better than lazy ones who come just to pick their paychecks. Felicitate employees who perform well. Let others realize their mistakes of not attending training programs, WebEx sessions and any other activities you organized for their development. Give certificates of participation to employees who attend the training programs.

Do not conduct trainings just for the sake of it. Be extremely careful about the contents of the training program. There is absolutely no use of boring speeches and meaningless presentations. Believe me, people might attend such programs once, but will never come back. They will give you thousands of excuses to avoid the same. The content has to be really meaningful and in lines with the requirement of employees. Encourage two-way communication in employee development activities. Instruct the trainer to involve the employees well. Give them tasks and ask them to submit the reports within two days. Do give them a deadline. Employee Development Activities do not always mean organizing training programs, seminars or conferences. Do take your employees out for picnics, get-togethers once in a while. Such initiatives strengthen the relationship between employees and their seniors. Organize award functions where employees who perform exceptionally well throughout the year are appreciated in

front of the entire organization. Put their names on their notice boards, office journal and so on. Ask the award winners to give exclusive interviews and highlight what all extra they did to achieve the position. Believe me; you will not only motivate the award winner but also an employee who did not perform well this time. He would definitely go back, work hard, learn new skills, upgrade his knowledge and dream of winning the award next time.

3.2 Role of Managers in Employee Development

Employee development activities refer to steps taken by an organization in order to encourage employees to constantly enhance their skills with time and upgrade their existing knowledge. Knowledge upgradation is essential to cope with the changing times and unforeseen circumstances. You just cannot apply the same skills everywhere. One needs to keep himself/herself abreast with the latest developments to survive the fierce competition. Employees should not waste their time in useless gossiping or loitering around, rather utilize their time in reading, surfing internet and gathering relevant information. Find out what is happening new in the industry. Expand your horizons and think beyond routine work and assignments.

3.2.1 Managers/Supervisors play a crucial role in employee development:

Employees need to be motivated to participate in training programs and employee development activities. You need to make your employees realize the importance of employee development activities and how such initiatives would benefit them and organization in the long run. Managers play an essential role in motivating employees to enhance their skills with time and acquire new learnings. Work becomes monotonous when employees do the same type of work every day. Managers or supervisors must ensure their team members do something new each day. Make your employees realize that their job is not to come in the morning, mark their attendance, leave on time and receive their paychecks. An organization's success is dependent on an employee's ability to create new concepts and come up with innovative ideas. An employee would be able to think out of the box only when he constantly upgrades his knowledge and abilities and know what is happening around him. An employee with a closed mind can hardly contribute much towards his/her organization.

Managers ought to sit with their team members to find out where they are lacking and what all new skills they need to acquire for an increased productivity. You need to provide the right guidance to your team members. Give them correct feedbacks. Remember, a manager can give correct feedback only when he knows what his employees are upto? Performance monitoring is essential. Review the work of your employees at the end of every month. Suggest them new courses, websites, study materials which would help them enhance their skills and knowledge.

Managers must encourage employees to register for online or distance learning courses to acquaint themselves with new knowledge. As a team leader, you need to give the extra push to your employees to participate in employee development activities. Respect other's ideas. Let people come out with new ideas. Information sharing helps in development of employees. Encourage discussions on an open forum where employees can share their views on various topics and gain from each other's knowledge. A manager can moderate such discussions. Ensure employees do participate in the discussions rather than sitting blank.

Managers ought to design relevant employee development activities as per needs and requirements of employees. Do not adopt a "Hitler like approach" towards your team members. Believe me; they would not bother to listen. Managers must act as mentors for employees. Create an environment in your organization where each employee feels motivated to learn something new each day. Be a good leader to them. There is absolutely no harm if a manager also participates in various training programs. Set an example for your team members.

Managers should ensure to allocate enough resources for trainings (in house or outsourced), team building activities, seminars, conferences, webex sessions or any other employee development initiatives. Do that in the beginning of the year itself to avoid problems later on. As a manager, you need to provide ample opportunities to your team members to develop and polish themselves. Remember, you need to give some time to your employees so that they can participate in employee development initiatives. If you are always after their lives for results; they would never bother to participate in trainings or self-development activities. A manager himself needs to believe in employee development activities for him to convince and motivate his employees to participate with an open mind.

4.0 METHODS/WAYS OF EMPLOYEE DEVELOPMENT

Employee development activities help employees to enhance their skills and upgrade their existing knowledge for them to contribute more effectively towards the success of an organization. Trainings and employee development activities make individuals reliable resources for the organization and motivate them to deliver their level best. Regular trainings prepare employees for unpredictable changes in the system or unforeseen adverse situations.

Let us go through various methods of employee development: Form various committees of staff members from different genres and skill sets. Invite employees to be a part of the committee where they can exchange their ideas, knowledge and new learnings.Such committees help employees break the ice among themselves and come closer. Information sharing is one of the best ways to acquire new skills and knowledge. Let employees learn from each other. Appreciate if someone comes up with a brilliant new idea or concept and so on.

Encourage employees to participate in conferences and seminars in line with their position and skill sets. Don't let them attend trainings which are not related to their job specifications and organization. Ask them to give a brief download of the conference they had already attended to their fellow workers as well. There is absolutely no harm if others also benefit from your knowledge. The employees can also give a brief presentation of what all they have learnt in the conference or seminar.

Employees learn a lot of new things while on job itself. Write critical incident notes and share with all other related employees. Pick up any incident where an employee showed tremendous intelligence, used his innovative ideas and utilized his skills to find a solution to any problem. For example, a complaint by any client was handled well by an employee. Prepare a critical incident note and share with fellow workers. If a problem was not handled well, highlight the same as well. Write a detailed note on what all skills and new learnings would help an employee perform better. Field trips also help in employee development. Take employees out for client visits, plant visits, site visits and so on. A team manager once in a while can take his team members for client meetings for them to get the desired exposure. Site visits or plant visits help an employee to gain better understanding of their job responsibilities and day to day work.

Human resource professionals must provide manuals, guidelines, checklists, organization policies for the employee to know what he is supposed to do in the organization. Design key responsibility areas of employees in line with their education qualification, interest areas, specialization and background.

Employees can also be provided additional responsibilities by their team managers. Make them accountable for their teams. Every employee looks for additional challenges in the organization. Once an employee has proved his abilities in a particular genre, assign him/her some additional duties.

Job rotation also helps an employee to develop and enhance his skills. Employees can be asked to contribute in different genres and departments as well on a temporary basis. If your employee wants to learn additional skills, ask him to follow his fellow workers and gain from his talent and mentoring. Such a process is also called job shadowing where an employee does not contribute much to a job but learns significantly from his colleagues.

Ask employees to work in teams. Every individual has his/her own area of expertise. Let employees gain from each other's knowledge and experience. Motivate employees to help each other learn new skills. Human resource professionals or team managers can circulate important study materials, reports, articles, journals as learning alerts.

Give adequate learning opportunities to employees. Ask them to perform tasks which they have never performed before. They would definitely go back and do some homework before finally accepting the challenge. Supervisors should act as mentors to their team members. Be there for them and help them grow professionally. Motivate employees to register for various online courses, distance learning programs which would help them in their professional career.

Performance appraisals also help in employee development. According to 360 Degree appraisal, managers, supervisors evaluate the performance of their team members and give them necessary feedbacks. The results of an appraisal help an employee know his shortcomings and how he can work on the same.

4.1 Training and Employee Development Activities

The success and failure of an organization depend on its employees, truly making them the brand ambassadors for an organization. It is rightly said that employees can either make or break a brand. Employees ought to be treated with utmost respect by the management to expect the best out of them and for the employees to develop

a sense of attachment towards the organization. You just can't afford to ignore an individual who is directly responsible for accomplishing the goals and objectives of your organization.

Trainings and employee development activities play a crucial role in developing employees and preparing them for adverse situations and unforeseen circumstances. Trainings are essential both for the professional as well as personal growth of employees. New skills and learnings acquired by an employee through trainings would not only help him in his present job but also for all his future assignments. Senior management really needs to highlight the importance of employee development activities for employees to take trainings seriously and gain from the same, eventually yielding higher profits and benefitting their organization. Trainings should not be conducted just for the sake of it. Employees should not attend trainings simply to mark their attendance or just because their bosses have asked them to do so.

It is really essential to upgrade your skills and knowledge to stand apart from the rest. Remember, one needs to grow with time. Human resource professionals need to encourage growth and career development of employees by organizing relevant training programs, seminars, sessions, meetings, performance appraisals, regular feedbacks and so on. Performance monitoring is imperative, if you really want your employees to do well. You really need to know what your employees are upto? Team managers must sit with their teams at the end of every week to find out in which all areas they are lacking and what all new skills would help them improve their performance. Employees must enhance their skills and upgrade their existing knowledge to adjust easily in the rapidly changing workplace. Find out what is new in the market and what all skills you still need to acquire? Remember, you are your best critic. Do not feel embarrassed if you do not know something. Walk up to your reporting officer or your human resource manager and do discuss the need for trainings. An employee can also register for various online or distance learning courses, something which would help him in his professional career.

Managers or human resource professionals must take initiatives to assess the skills and knowledge of employees and design relevant training programs in line with their interest areas, needs and requirements. The training programs ought to be meaningful and must add value to the employees. No two employees are same. You can't have similar training programs for every employee. First identify the training need of an individual. Employees with similar training needs can be put in one group.

Employee development activities or training programs in organization generally fall under following categories:

- Management Development
- Soft skills development
- Technical Skills Development (Department wise training)
- Personal Effectiveness
- Basic Skill Development
- Time Management
- Effective leadership, and so on

Trainings and employee development activities help employees to identify their weaknesses, strengths, needs by encouraging two-way communication among employees. Employees should have the liberty to express their views, opinions, needs and problems for employers to suggest appropriate solutions and act accordingly. Trainings help in the continuous acquisition of new skills and learnings. Trainings and employee development activities play an important role in helping the employees to refine their skills and knowledge and acquire job mastery. They indeed help employees to think beyond their routine work and defined key responsibility areas.

4.2 Employee Multitasking

John of Organization A was not only good in marketing organization's products but also maintaining records, maintaining relationship with clients and so on. Peter on the other hand of Organization B could only sell products and nothing more than that. Organization A did not suffer much when the MIS Executive resigned at a short notice as John could manage his own as well as his team's data till the time a new individual joined and also got trained accordingly. Organization B faced tremendous problems as Peter as well as other employees could do only their own work and could not contribute much in other's work. Organization B not only suffered great losses but also lost many of their key clients which ultimately went to Organization A. That is the importance of multitasking employees.

Multitasking employees are the ones who can handle multiple responsibilities easily. Such individuals do specialize in a certain field but are keen to learn additional roles. In a layman's language; multitaskers are those who

are capable of handling more than one responsibility at a single time. Such individuals do not like being dependent on others and prefer upgrading their existing skills from time to time. This certainly helps them face challenges with a smile. They do not crib during emergency situations but try their level best to handle many tasks at a single time and work hard to come out of difficult times at the earliest. Nobody asks you to be perfect in many things but is there any harm if you try to learn additional skills? Trust me; knowledge acquired at any stage never goes waste. If you are finance professional, you are expected to be passionate towards numbers but that certainly does not mean that you cannot go through your organization's website to find out about company's products or services. Once in a while you can also accompany your colleague to a client meeting but yes not at the cost of your work. Trust me, in emergency situations or even during peak seasons, you can also take the initiative of meeting clients or promoting your brand and eventually earn higher revenues. If money flows in, everyone will be benefitted. It all depends on how committed an individual is towards his /her organization.

Multitasking employees benefit organizations as they reduce the cost of hiring many individuals performing specialized tasks. Employees really do not have to go all out to acquire additional skills to be multitasked. Just being attentive at workplace goes a long way in enhancing your skills and upgrading your knowledge. Till the time, you treat your organization as a mere source of earning money, you would find everything else apart from your routine job boring and of no use. It is a human tendency to think only about the present and ignore the future. Believe me, if you are multitalented, it would benefit you in the long run. If the front office lady of your organization takes leaves for few days isn't it your responsibility also to attend calls on her behalf? Never be hesitant to learn new things. In today's scenario, it pays to be multitasked where you are capable of handling multiple responsibilities. Such employees have an edge over others and are generally preferred by organizations. They are certainly more reliable. Organizations today look for individuals who think beyond horizon and believe in contributing more than what is expected out of them. If you know how to convince your clients, your organization certainly expects you to be good at computers, managing data, handling a team of executives, maintaining budgets and so on.

5.0 CONCLUSION

Upgrading knowledge is essential to live with the changes of time. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities. In a layman's language, employee development helps in developing and nurturing employees for them to become reliable resources and eventually benefit the organization. Employees also develop a sense of attachment towards the organization as a result of employee development activities.

Organizations must encourage their employees to participate in employee development activities. Employees also must take skill enhancement or employee development activities seriously. Do not attend trainings or other employee development activities just because your Boss has asked you to do so. Don't just attend trainings to mark your attendance. You just cannot use same ideas or concepts everywhere. It is excellent if you know Microsoft Excel or for that matter Microsoft Word. Remember simply knowing few basic functions of MS excel would not help you in the long run. It might help you in the short run. Excel is not just to store your required data. There are many other formulae and advanced applications which one should be aware of.

Enhance your skills with time. Employee development can also be defined as a process where the employee with the support of his/her employer undergoes various training programs to enhance his/her skills and acquire new knowledge and learnings. Every organization follows certain processes which not only help in the professional but also personal growth of an employee. Employee development activities help an employee to work hard and produce quality work.

According to Lockett (1992), performance management aims at developing individuals with the required commitment and competencies for working towards the shared meaningful objectives within an organizational framework. Performance management frameworks are designed with the objective of improving both individual and organizational performance by identifying performance requirements, providing regular feedback and assisting the employees in their career development.

Performance management aims at building a high performance culture for both the individuals and the teams so that they jointly take the responsibility of improving the business processes on a continuous basis and at the same time raise the competence bar by upgrading their own skills within a leadership framework. Its focus is on enabling goal clarity for making people do the right things in the right time.

It may be said that the main objective of a performance management system is to achieve the capacity of the employees to the full potential in favor of both the employee and the organization, by defining the expectations in terms of roles, responsibilities and accountabilities, required competencies and the expected behaviors.

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