



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

DR. S. SRINIVASAN

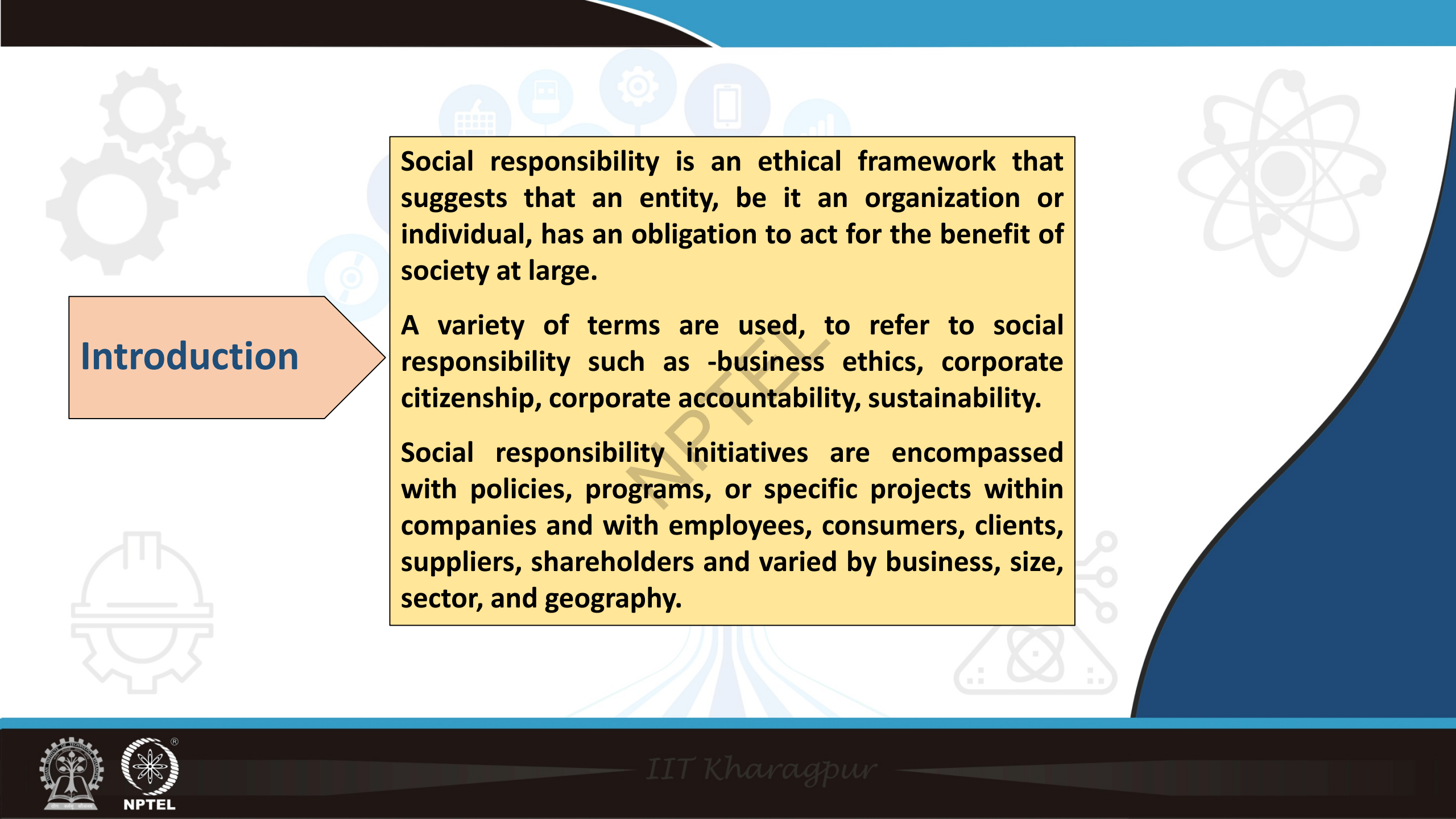
ASSISTANT PROFESSOR, VGSOM, IIT KHARAGPUR

Module : 10

Lecture 46: Social Responsibility

TRAINING AND DEVELOPMENT

This lecture session will discuss on the concept of social responsibility.



Introduction

Social responsibility is an ethical framework that suggests that an entity, be it an organization or individual, has an obligation to act for the benefit of society at large.

A variety of terms are used, to refer to social responsibility such as -business ethics, corporate citizenship, corporate accountability, sustainability.

Social responsibility initiatives are encompassed with policies, programs, or specific projects within companies and with employees, consumers, clients, suppliers, shareholders and varied by business, size, sector, and geography.

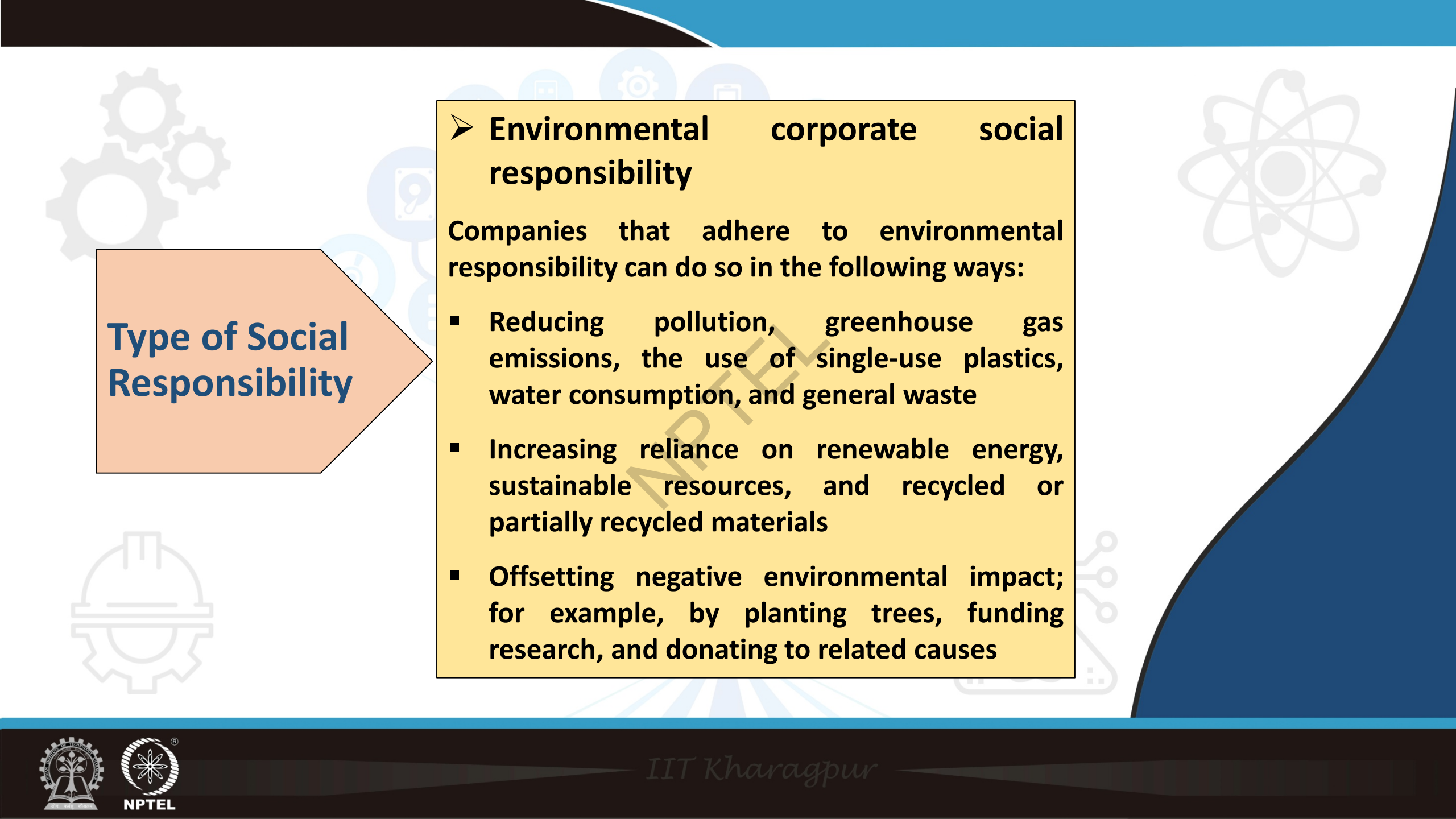
Why Social Responsibility?

- Social responsibility empowers employees to leverage the corporate resources at their disposal to do good.
- Social responsibility programs can boost employee morale of the business house and lead to greater productivity in the workforce.
- Socially responsible policies goes a long way towards attracting and retaining customers.
- Socially responsible companies cultivate positive brand recognition, increase customer loyalty, and attract top-tier employees

Type of Social Responsibility

Corporate social responsibility has four different categories:

- **Environmental corporate social responsibility ,**
- **Philanthropic corporate social responsibility,**
- **Ethical corporate social responsibility, and**
- **Economic corporate social responsibility.**



Type of Social Responsibility

➤ Environmental corporate social responsibility

Companies that adhere to environmental responsibility can do so in the following ways:

- Reducing pollution, greenhouse gas emissions, the use of single-use plastics, water consumption, and general waste
- Increasing reliance on renewable energy, sustainable resources, and recycled or partially recycled materials
- Offsetting negative environmental impact; for example, by planting trees, funding research, and donating to related causes

Type of Social Responsibility

➤ **Philanthropic corporate social responsibility**

Many organizations are by virtue of spiritual ideology and driven by philanthropic responsibility often dedicate a portion of their earnings to charities and nonprofits that align with their guiding missions, others donate to worthy causes that don't directly relate to their business.

Type of Social Responsibility

➤ Ethical corporate social responsibility

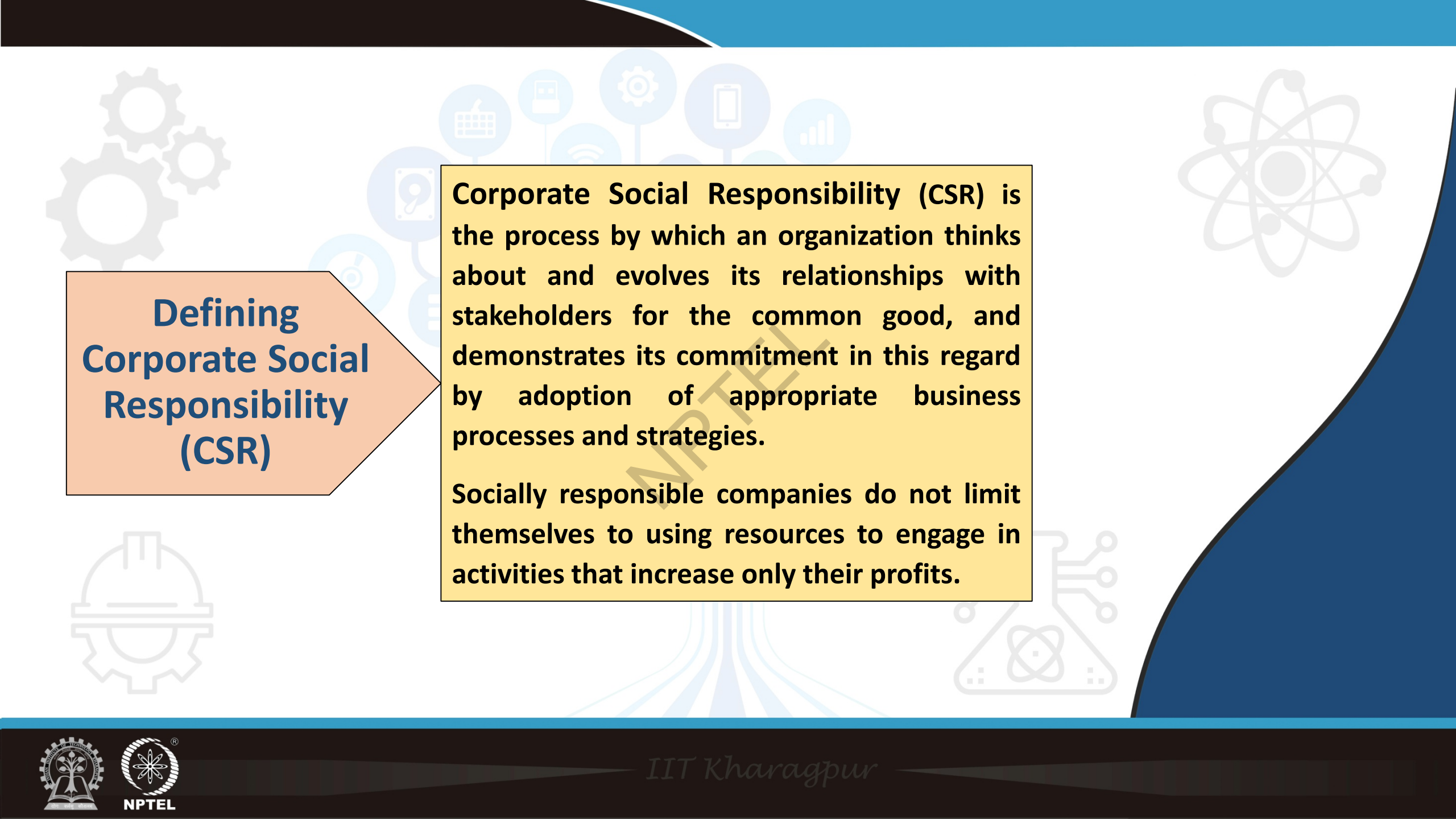
Organizations that embrace ethical responsibility aim to achieve fair treatment of all stakeholders, including leadership, investors, employees, suppliers, and customers.

Many firms have processed to ensure they're not purchasing products resulting from slavery or child labor.

Type of Social Responsibility

- **Economic corporate social
responsibility**

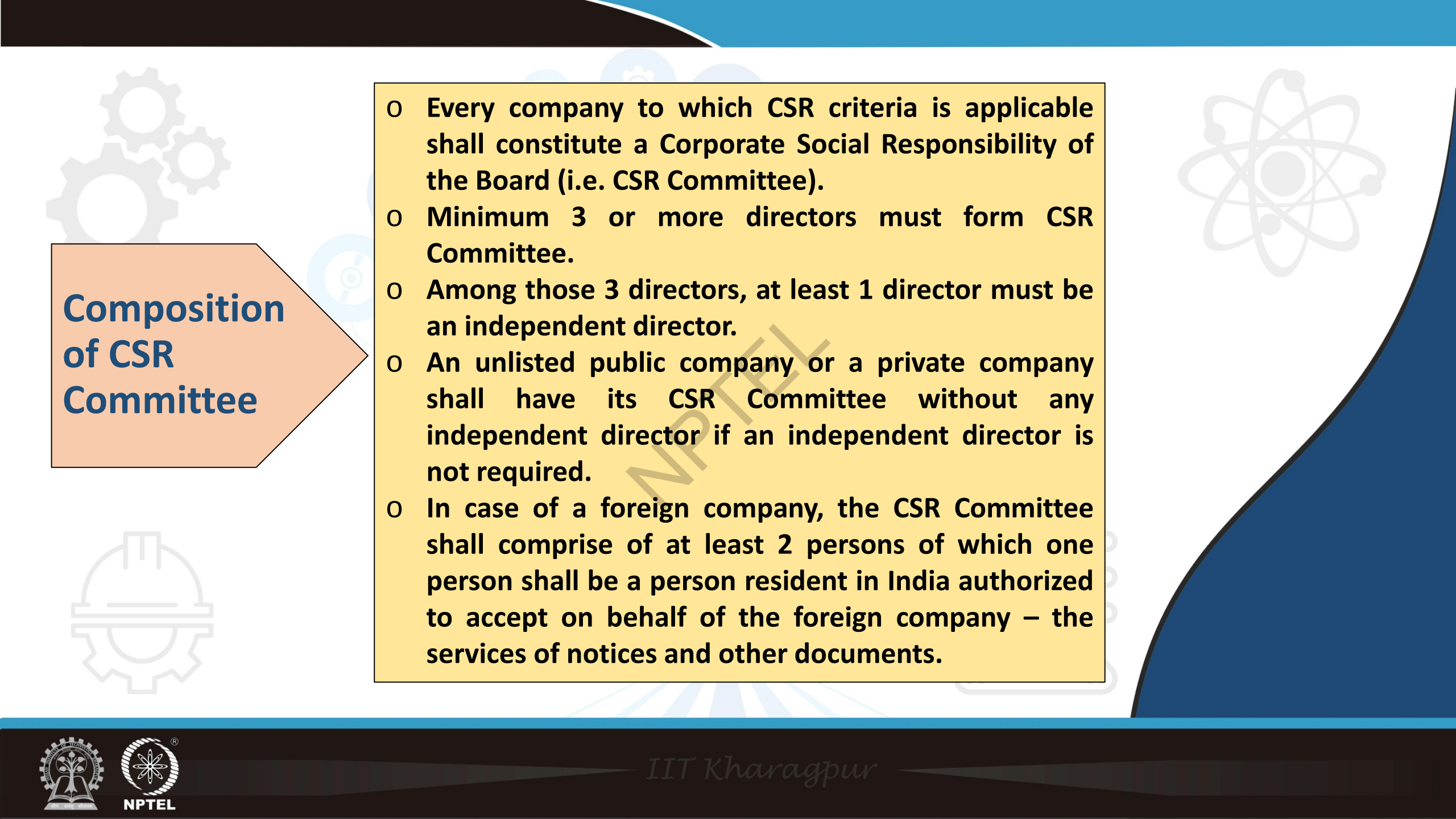
Economic responsibility is the practice of a firm backing all of its financial decisions in its commitment to do good in the areas listed above. The end goal is not to simply maximize profits, but positively impact the environment, people, and society.



Defining Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) is the process by which an organization thinks about and evolves its relationships with stakeholders for the common good, and demonstrates its commitment in this regard by adoption of appropriate business processes and strategies.

Socially responsible companies do not limit themselves to using resources to engage in activities that increase only their profits.



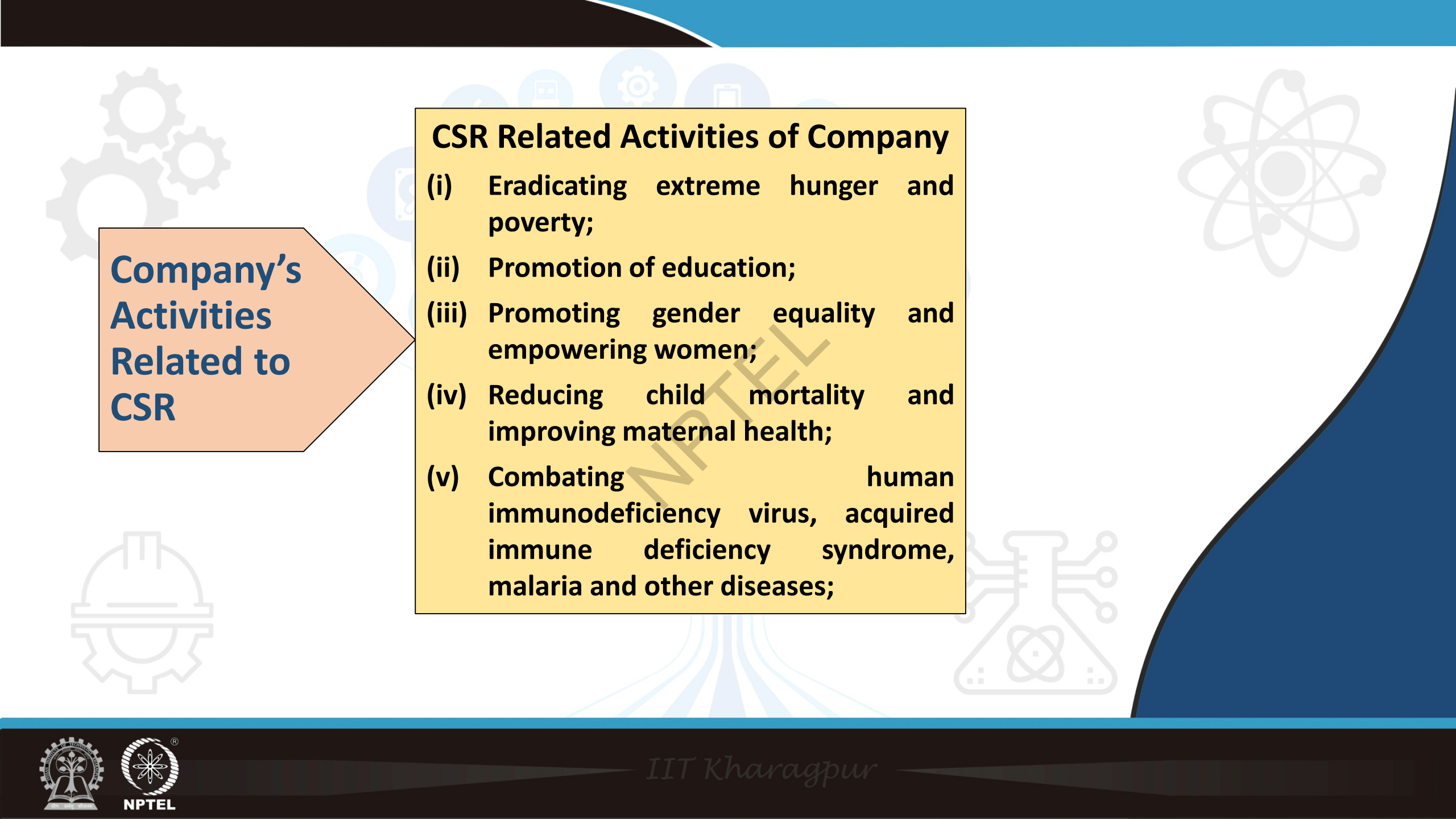
Composition of CSR Committee

- Every company to which CSR criteria is applicable shall constitute a Corporate Social Responsibility of the Board (i.e. CSR Committee).
- Minimum 3 or more directors must form CSR Committee.
- Among those 3 directors, at least 1 director must be an independent director.
- An unlisted public company or a private company shall have its CSR Committee without any independent director if an independent director is not required.
- In case of a foreign company, the CSR Committee shall comprise of at least 2 persons of which one person shall be a person resident in India authorized to accept on behalf of the foreign company – the services of notices and other documents.

Functions of CSR Committee

The Corporate Social Responsibility Committee shall,—

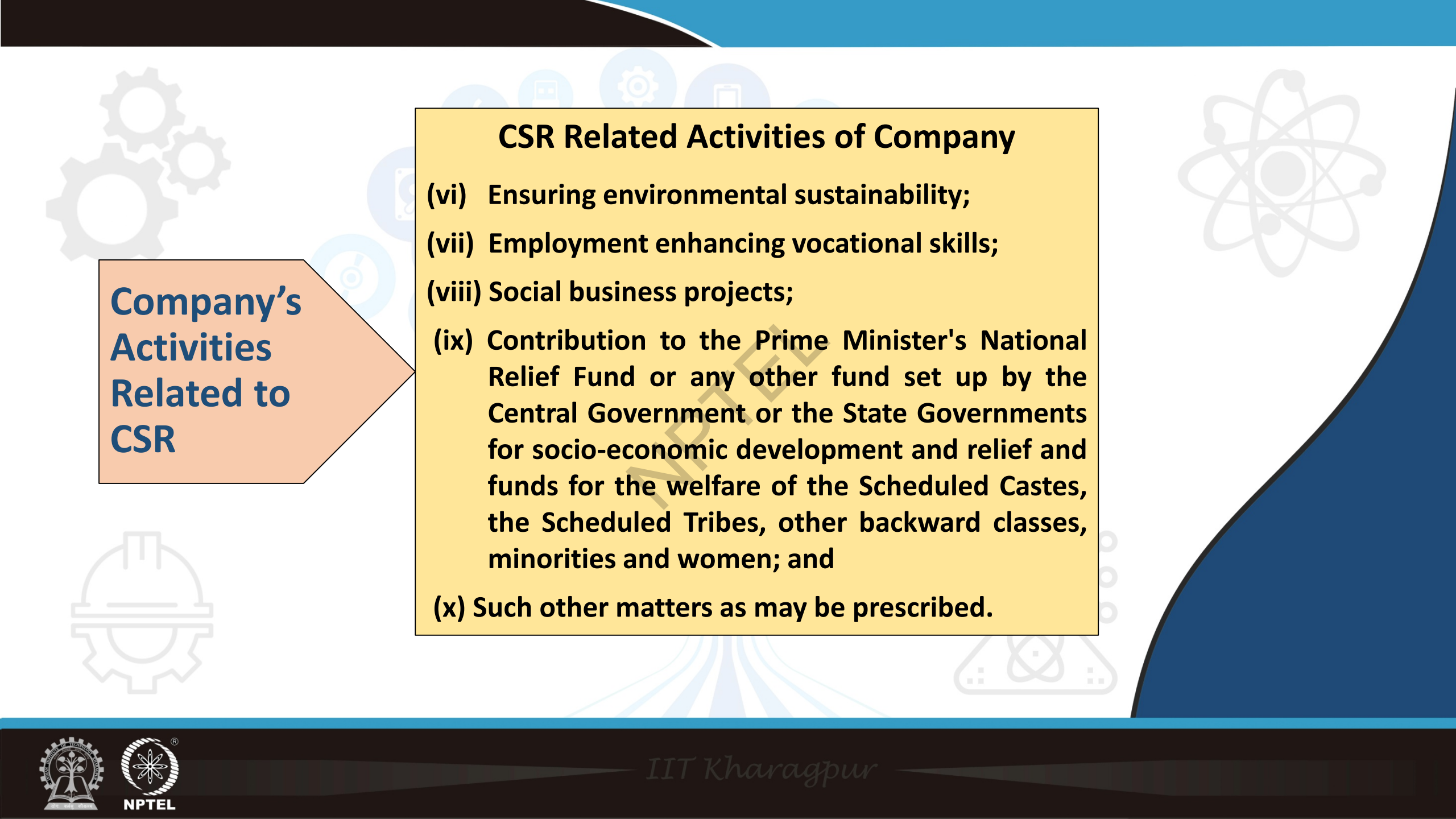
- (a) formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the company as specified in Schedule VII;**
- (b) recommend the amount of expenditure to be incurred on the activities referred to in clause (a); and**
- (c) monitor the Corporate Social Responsibility Policy of the company from time to time.**



Company's Activities Related to CSR

CSR Related Activities of Company

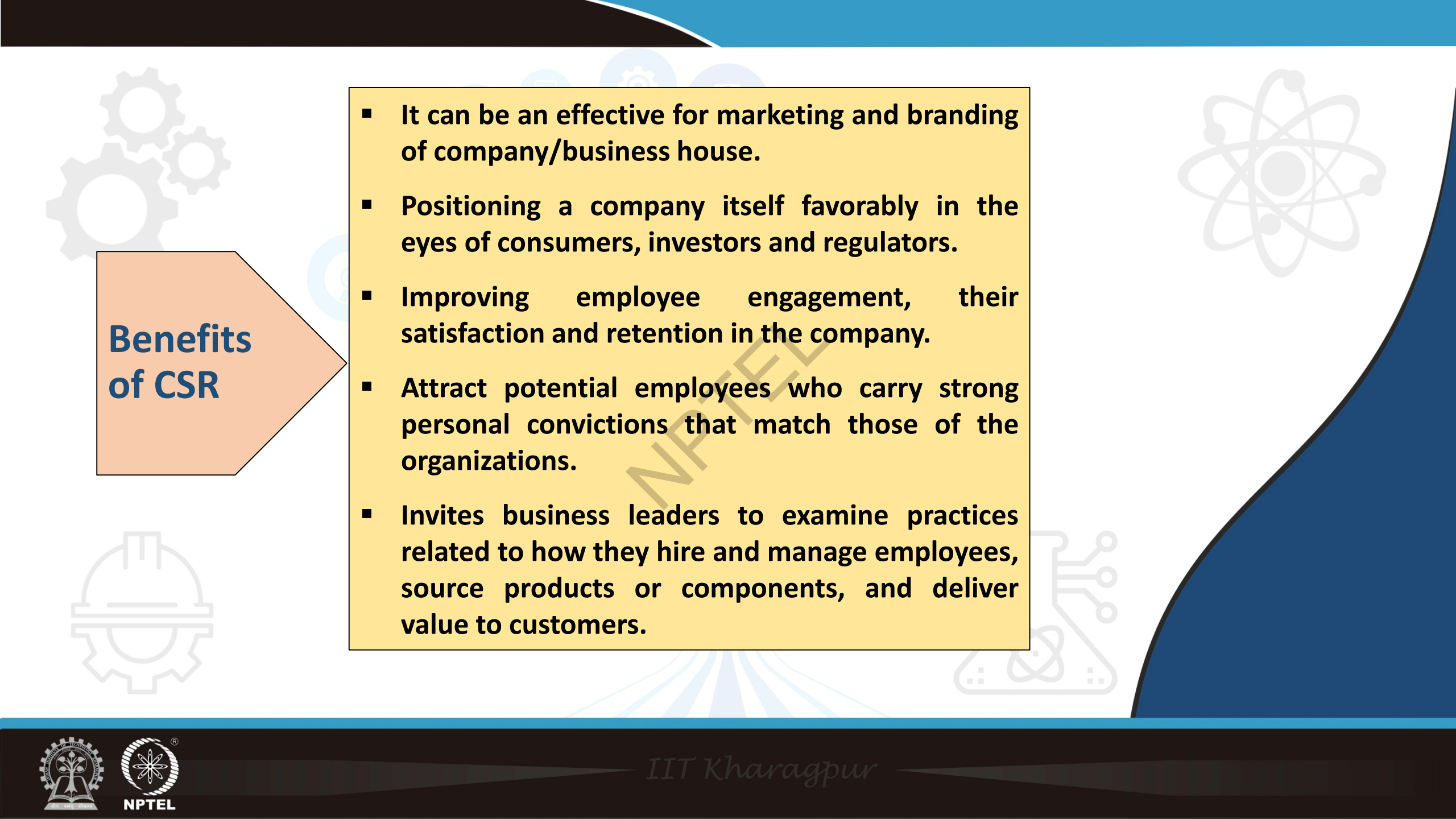
- (i) Eradicating extreme hunger and poverty;
- (ii) Promotion of education;
- (iii) Promoting gender equality and empowering women;
- (iv) Reducing child mortality and improving maternal health;
- (v) Combating human immunodeficiency virus, acquired immune deficiency syndrome, malaria and other diseases;



Company's Activities Related to CSR

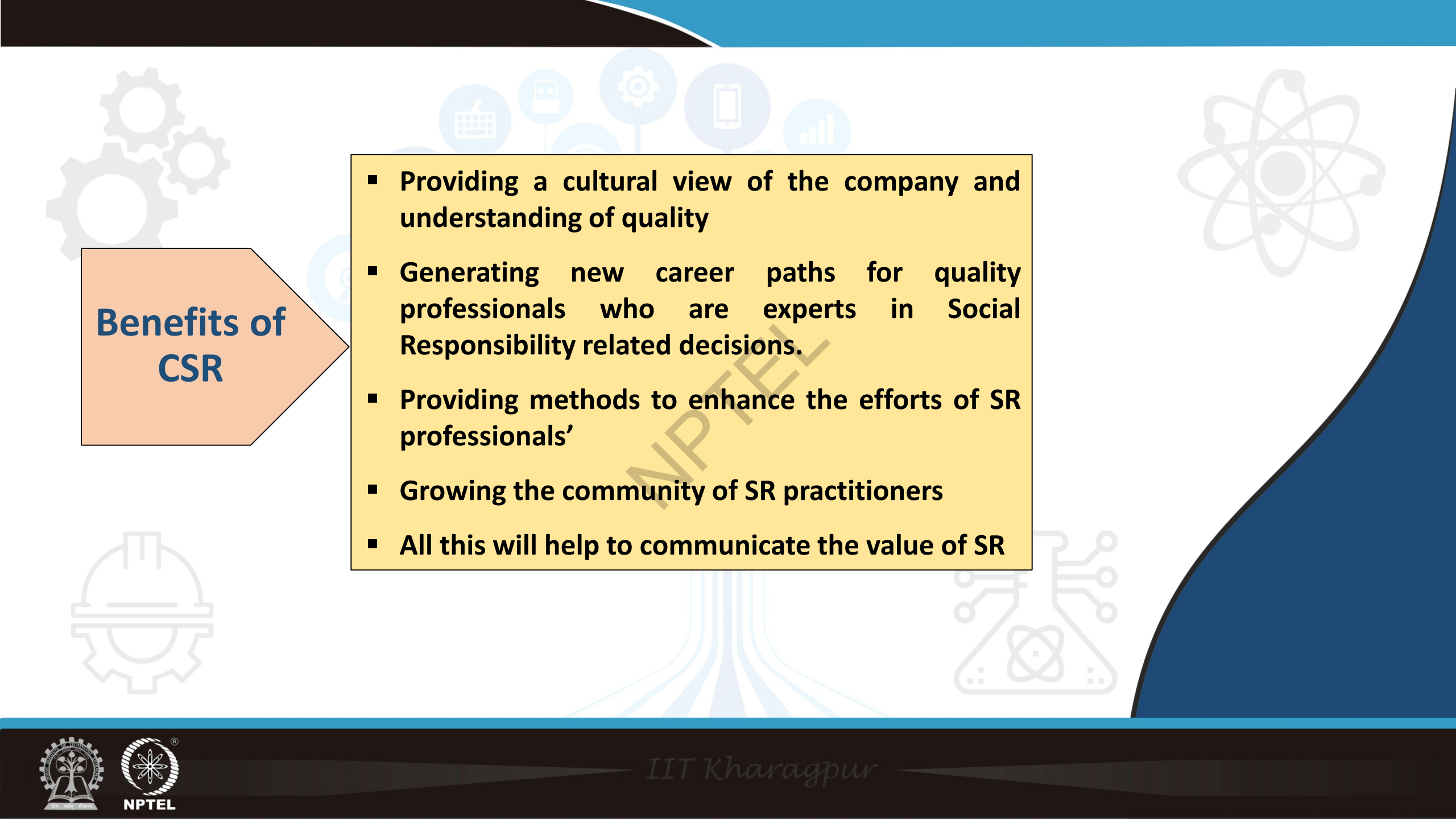
CSR Related Activities of Company

- (vi) Ensuring environmental sustainability;**
- (vii) Employment enhancing vocational skills;**
- (viii) Social business projects;**
- (ix) Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government or the State Governments for socio-economic development and relief and funds for the welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women; and**
- (x) Such other matters as may be prescribed.**



Benefits of CSR

- It can be an effective for marketing and branding of company/business house.
- Positioning a company itself favorably in the eyes of consumers, investors and regulators.
- Improving employee engagement, their satisfaction and retention in the company.
- Attract potential employees who carry strong personal convictions that match those of the organizations.
- Invites business leaders to examine practices related to how they hire and manage employees, source products or components, and deliver value to customers.



Benefits of CSR

- Providing a cultural view of the company and understanding of quality
- Generating new career paths for quality professionals who are experts in Social Responsibility related decisions.
- Providing methods to enhance the efforts of SR professionals'
- Growing the community of SR practitioners
- All this will help to communicate the value of SR

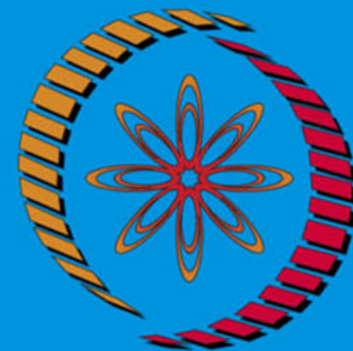
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CONCLUSION

This part of lecture session has given clear picture on the concept, social and corporate social responsibility with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of social responsibility.



**THANK
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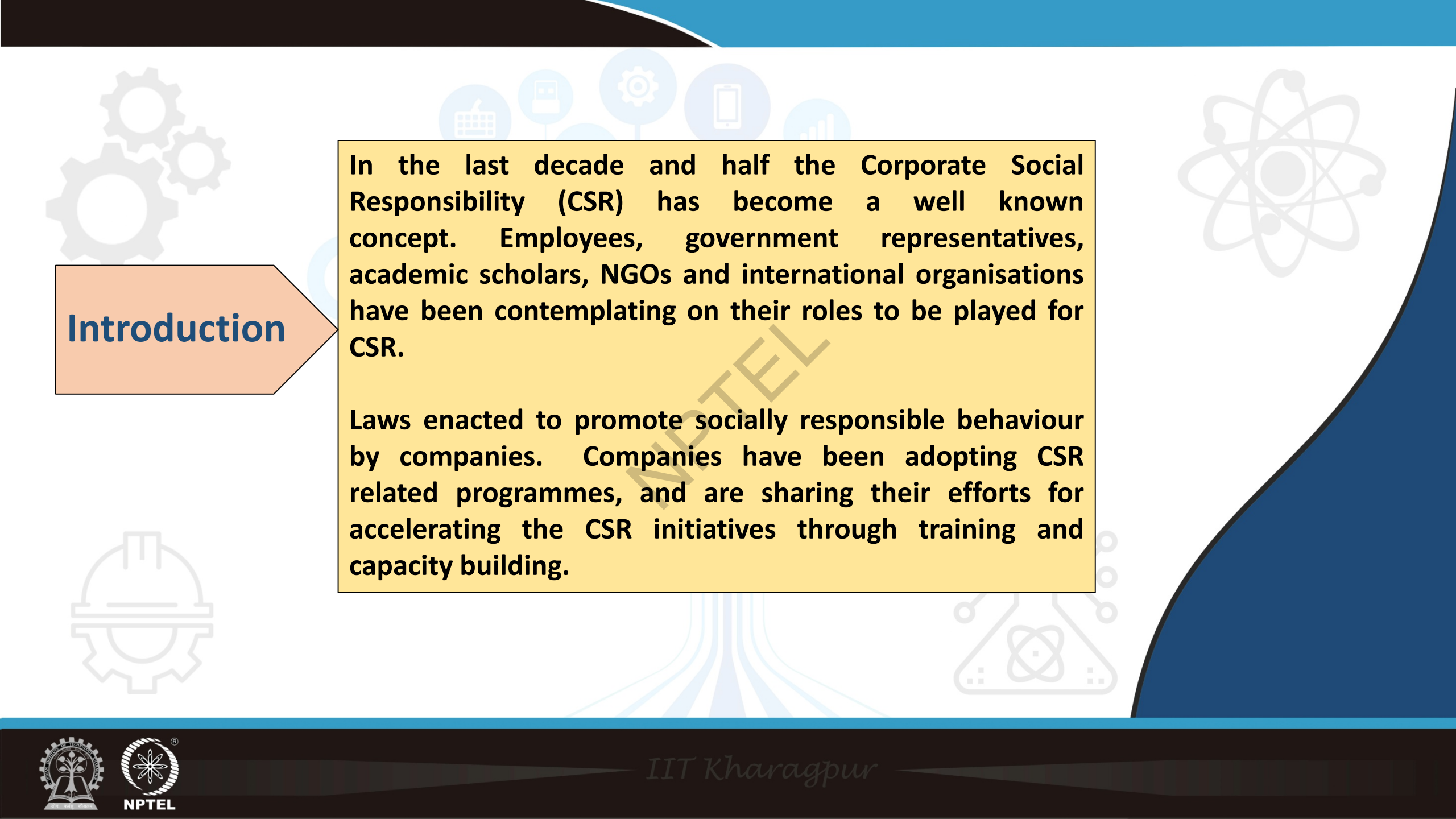
Module : 10

Lecture : 47 Legal Aspects of Social Responsibility

TRAINING AND DEVELOPMENT

This lecture session will discuss on the legal aspects in social responsibility (SR)

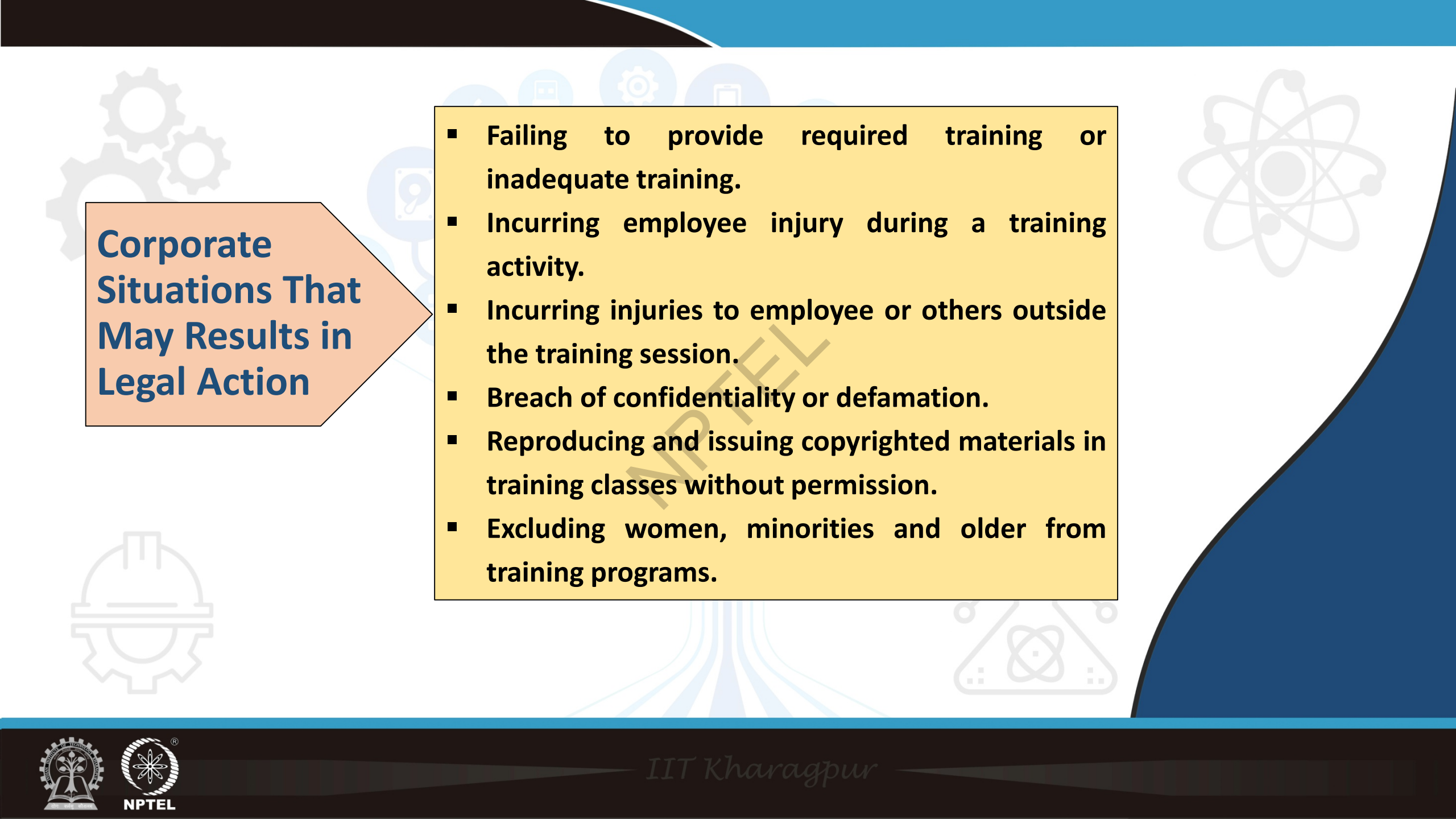




Introduction

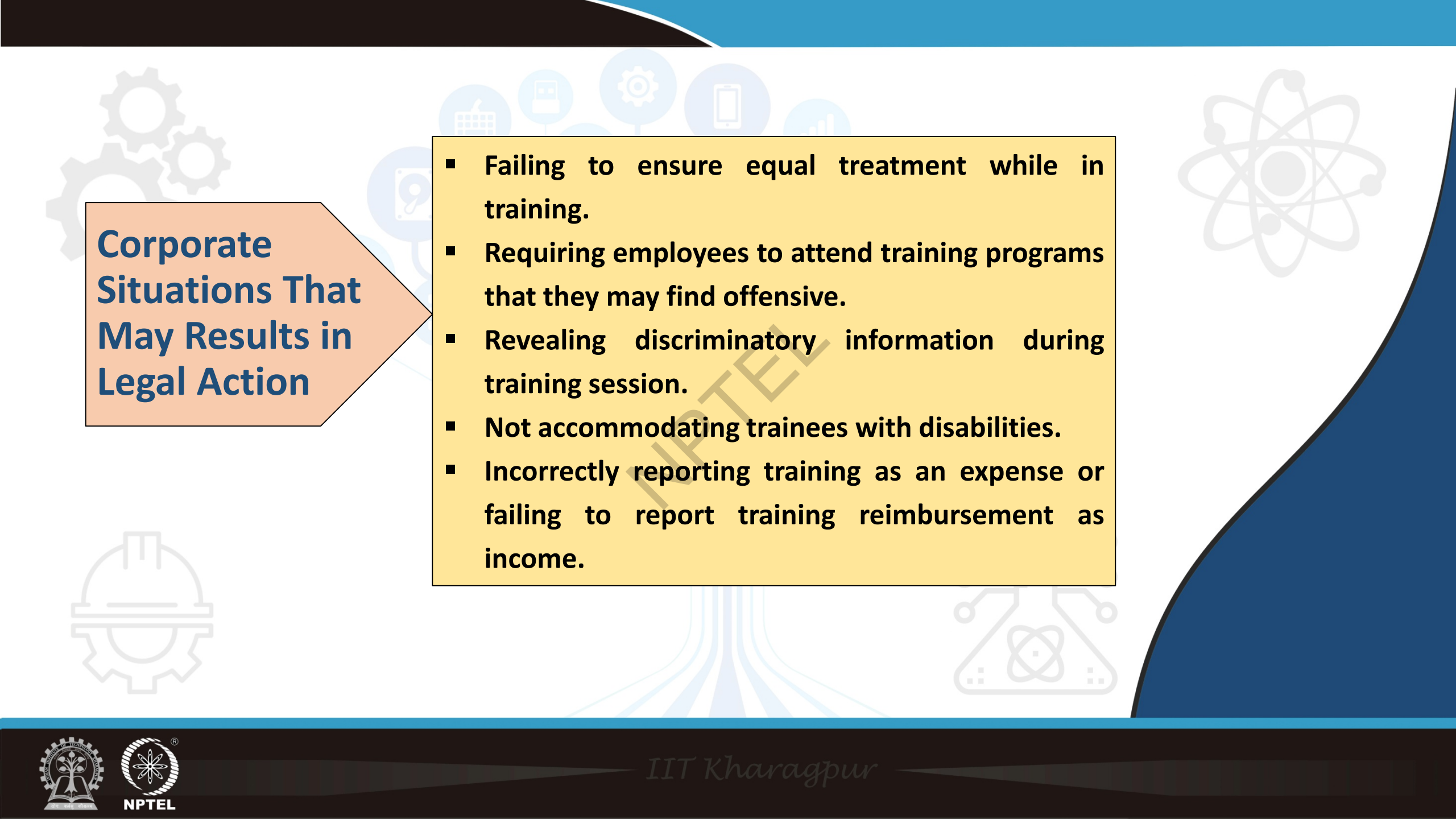
In the last decade and half the Corporate Social Responsibility (CSR) has become a well known concept. Employees, government representatives, academic scholars, NGOs and international organisations have been contemplating on their roles to be played for CSR.

Laws enacted to promote socially responsible behaviour by companies. Companies have been adopting CSR related programmes, and are sharing their efforts for accelerating the CSR initiatives through training and capacity building.



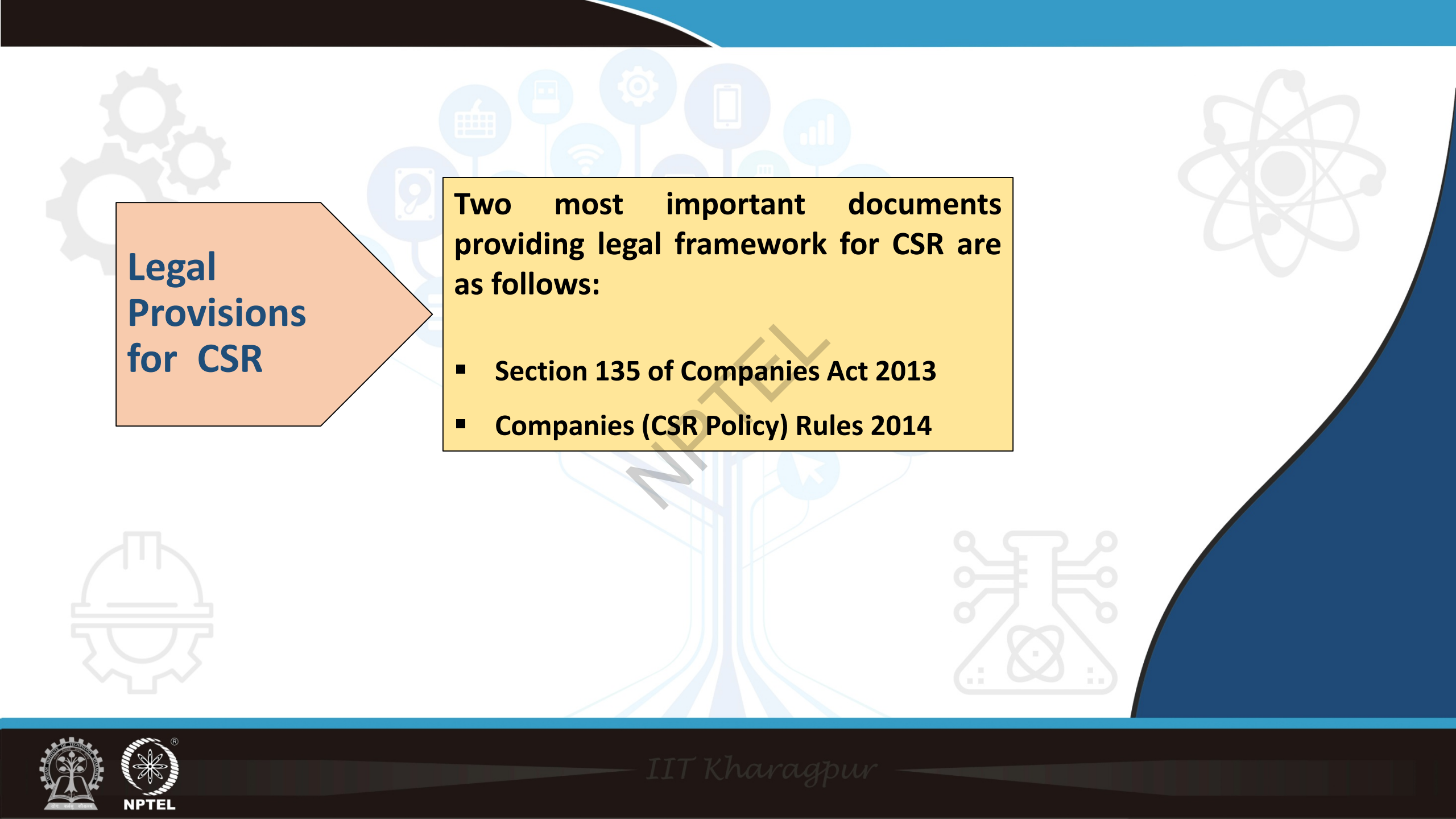
Corporate Situations That May Results in Legal Action

- Failing to provide required training or inadequate training.
- Incurring employee injury during a training activity.
- Incurring injuries to employee or others outside the training session.
- Breach of confidentiality or defamation.
- Reproducing and issuing copyrighted materials in training classes without permission.
- Excluding women, minorities and older from training programs.



Corporate Situations That May Results in Legal Action

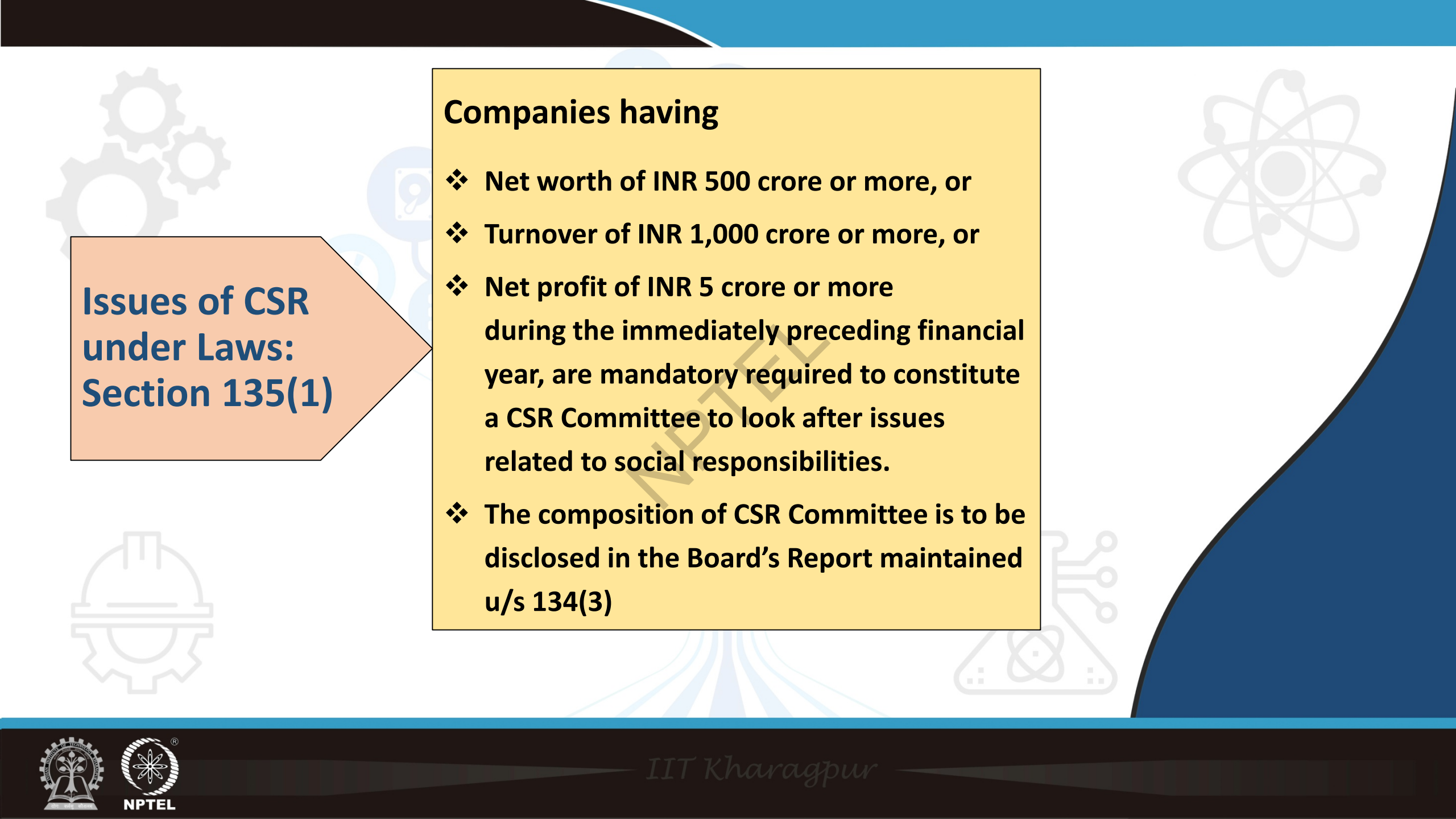
- Failing to ensure equal treatment while in training.
- Requiring employees to attend training programs that they may find offensive.
- Revealing discriminatory information during training session.
- Not accommodating trainees with disabilities.
- Incorrectly reporting training as an expense or failing to report training reimbursement as income.



Legal Provisions for CSR

Two most important documents providing legal framework for CSR are as follows:

- **Section 135 of Companies Act 2013**
- **Companies (CSR Policy) Rules 2014**



Issues of CSR under Laws: Section 135(1)

Companies having

- ❖ Net worth of INR 500 crore or more, or
- ❖ Turnover of INR 1,000 crore or more, or
- ❖ Net profit of INR 5 crore or more during the immediately preceding financial year, are mandatory required to constitute a CSR Committee to look after issues related to social responsibilities.
- ❖ The composition of CSR Committee is to be disclosed in the Board's Report maintained u/s 134(3)

Issues of CSR under Laws: CSR Committee

■ Composition of a Corporate Social Responsibility Committee of the Board.

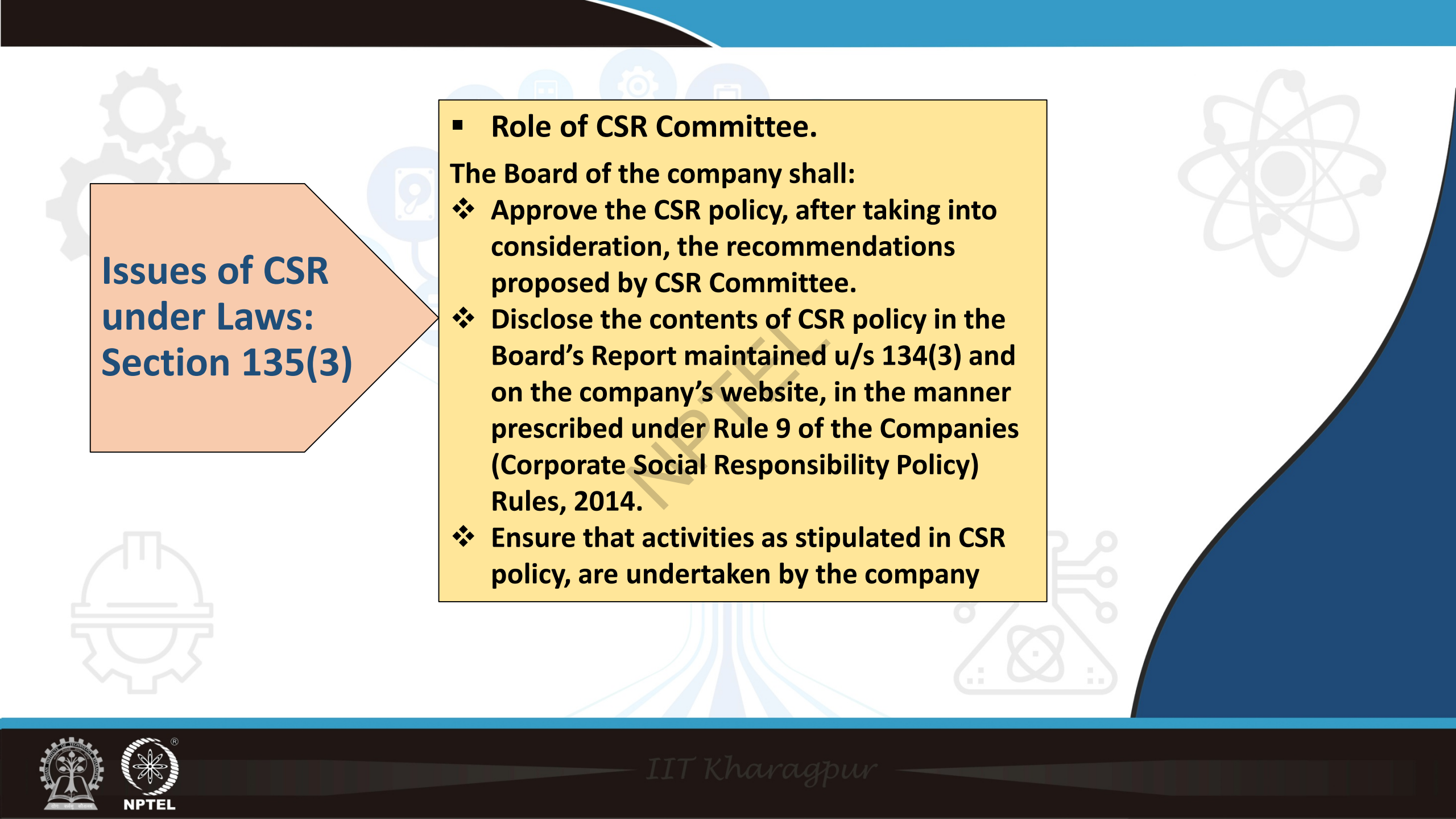
Under 135 (1), has made provision in respect to constitution of Corporate Social Responsibility Committee of the Board as follows:

- Three or more Directors.
- AT least one shall be independent Director.

Issues of CSR under Laws: Section 135(2)

- **Drafting a Corporate Social Responsibility Policy by the committee**

Corporate Social Responsibility Committee should formulate and recommend to the Board, a Corporate Social Responsibility Policy. This policy shall indicate the activities to be undertaken by the company.

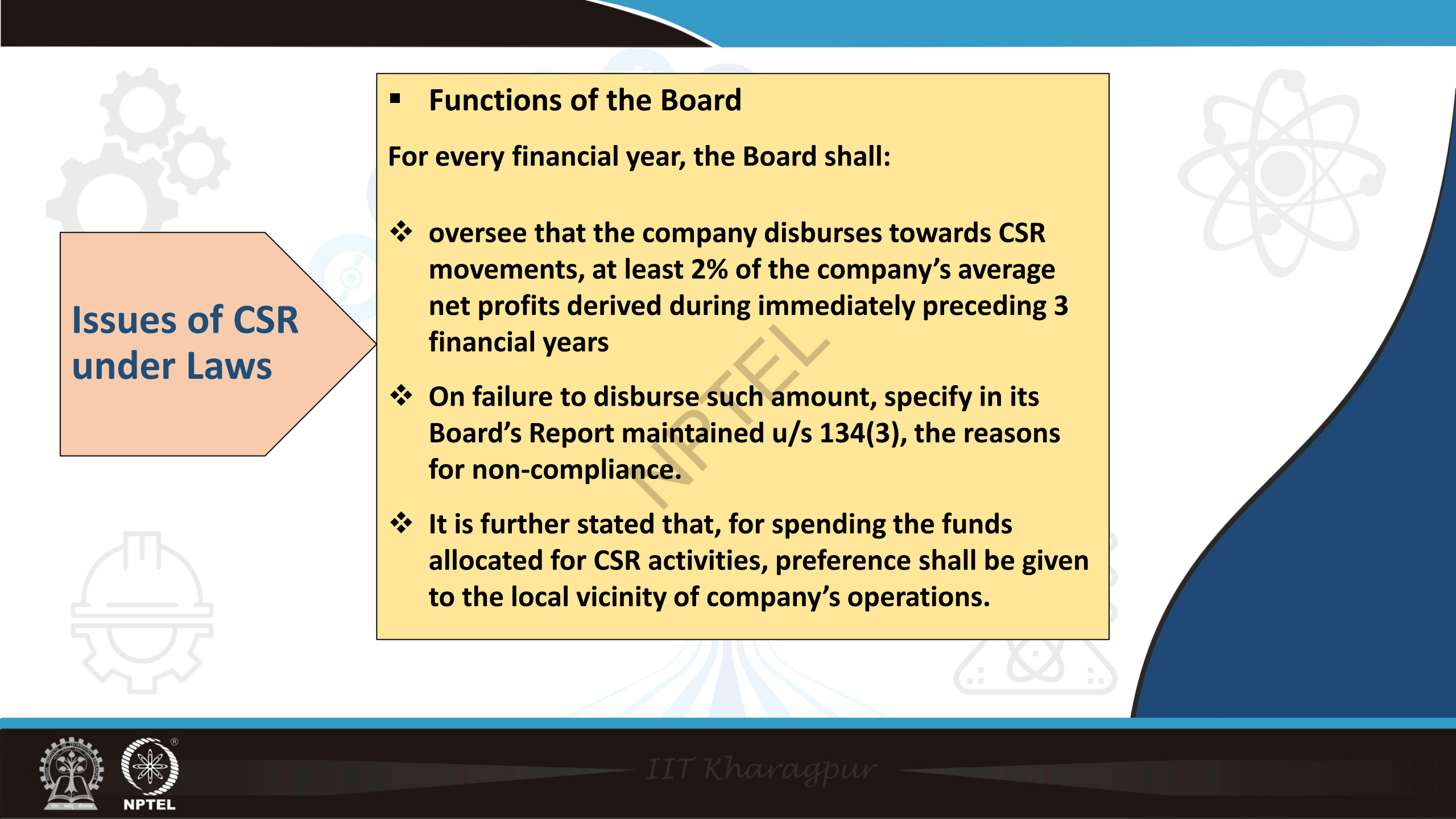


Issues of CSR under Laws: Section 135(3)

▪ Role of CSR Committee.

The Board of the company shall:

- ❖ Approve the CSR policy, after taking into consideration, the recommendations proposed by CSR Committee.
- ❖ Disclose the contents of CSR policy in the Board's Report maintained u/s 134(3) and on the company's website, in the manner prescribed under Rule 9 of the Companies (Corporate Social Responsibility Policy) Rules, 2014.
- ❖ Ensure that activities as stipulated in CSR policy, are undertaken by the company



Issues of CSR under Laws

■ Functions of the Board

For every financial year, the Board shall:

- ❖ oversee that the company disburses towards CSR movements, at least 2% of the company's average net profits derived during immediately preceding 3 financial years
- ❖ On failure to disburse such amount, specify in its Board's Report maintained u/s 134(3), the reasons for non-compliance.
- ❖ It is further stated that, for spending the funds allocated for CSR activities, preference shall be given to the local vicinity of company's operations.

Issues of CSR under Laws: Rule 3(1)

- **Extended CSR Applicability**

CSR provisions also apply to a holding company, subsidiary company and foreign company defined u/s 2(42) having its branch office in India, provided criteria specified u/s 135(1) is met.

Issues of CSR under Laws: Rule 3(2)

- **Companies not to abide by CSR**

In case the criteria specified u/s 135(1) is not met by a company for 3 consecutive financial years, it shall be refrained from following CSR provisions till the time such criteria is fulfilled.

Issues of CSR under Laws:

- **Execution in India only**

Rule 4(4) deals with CSR projects and programs undertaken in India only shall amount to CSR expenditure.

In case of Universal benefits, Rule 4(5) deals with CSR projects or programs that predominantly benefit only the employees of the company and their families shall not be considered.

Issues of CSR Under Law

- **Any surplus**

Rule 6(2) deals with any surplus. The CSR policy must specify that the surplus arising out of CSR Projects or programs shall not form part of the business profits.

- **Disclosure**

Rule 9 deals with disclosure. The Board's Report and company's website must display CSR details in a predefined layout prescribed as per the particulars specified in Annexure to the Companies (CSR Policy) Rules, 2014.

CSR and SEBI Act 1992

Clause 55 in SEBI Act, 1992, has made mandatory for the top 100 listed companies (on the basis of market capitalization) to report their certain vital information as a part of their business responsibility.

With the passage of time, when the enterprises are increasingly seen as an acute component of the social system, they are accountable not merely to their shareholders from the revenue perspective but also to the larger society as their stakeholder

CSR and Competition Act 2002

The preamble of the Competition Act 2002, reveals that the law was enacted keeping in view the economic development that resulted in removal of controls and consequent economic liberalization which required the Indian economy be enabled to allow competition in the market from within the country and outside.

The objective of the act is to sustain free competition culture in the market to protect the interest of public/consumer.

CSR and the Income Tax Act 1961

With the interpretation of Section 37 of the Income Tax Act 1961, Corporate Social Responsibility expenditures are even allowed within Sections 30 to 36 of the Act, 1961. These sections provide specific deductions in respect of certain expenditure which are not business expenditure in true sense

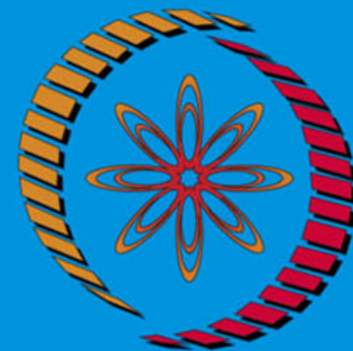


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CONCLUSION

This part of lecture session has given clear picture on the legal issues of CSR with an aim to make aware all learners about it and enhance their level of thinking and perception on all these aspects of CSR.



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TRAINING AND DEVELOPMENT

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Module : 10

Lecture 48 : Managing Diversity in Training

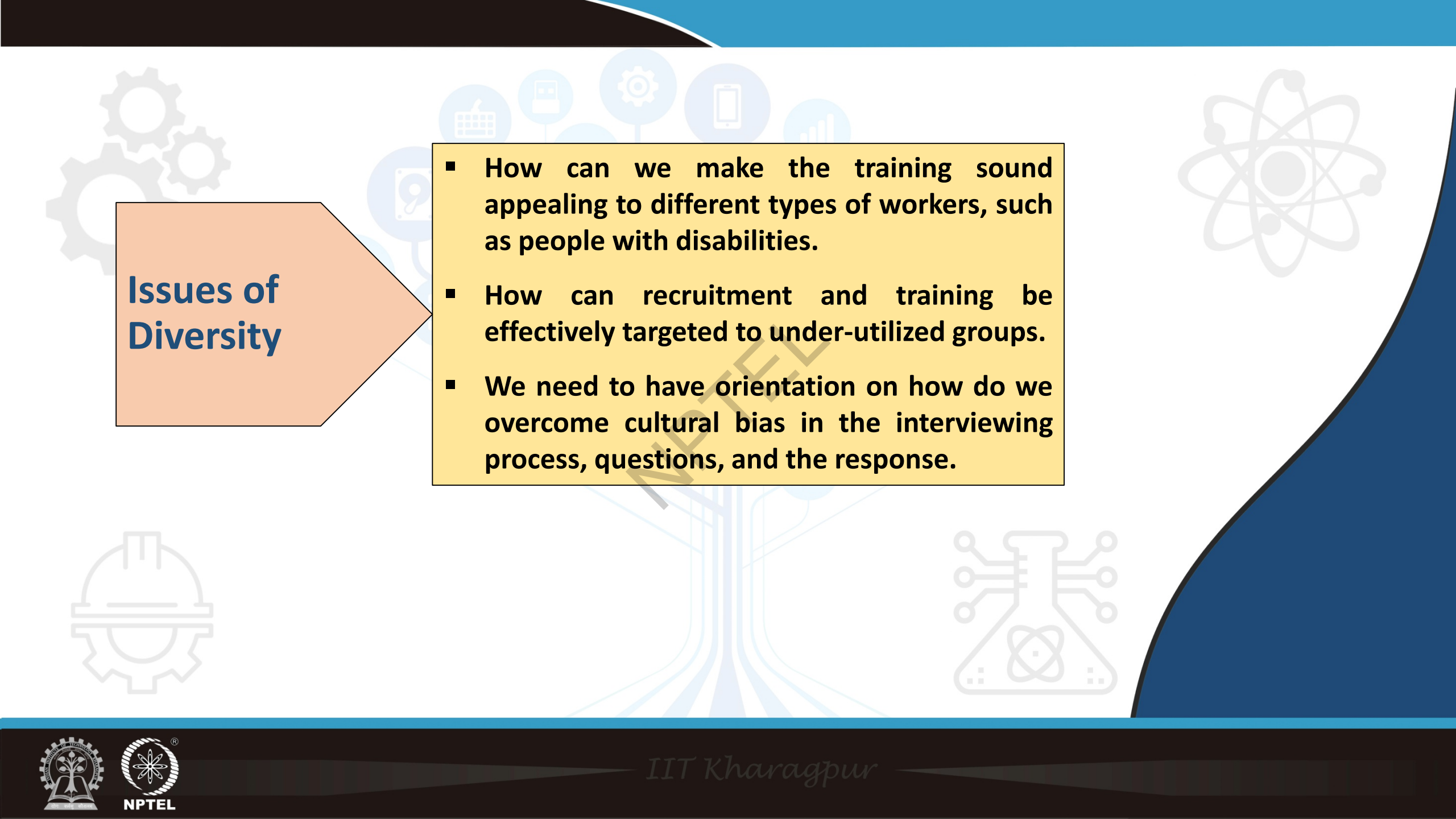
TRAINING AND DEVELOPMENT

This lecture session will discuss on managing diversity in Training.

Meaning of Diversity

A diversified workforce includes people with variety across a number of different categories, such as:

- **Religion**
- **Culture**
- **Sexual orientation**
- **Language**
- **Educational backgrounds**
- **Skills and abilities**



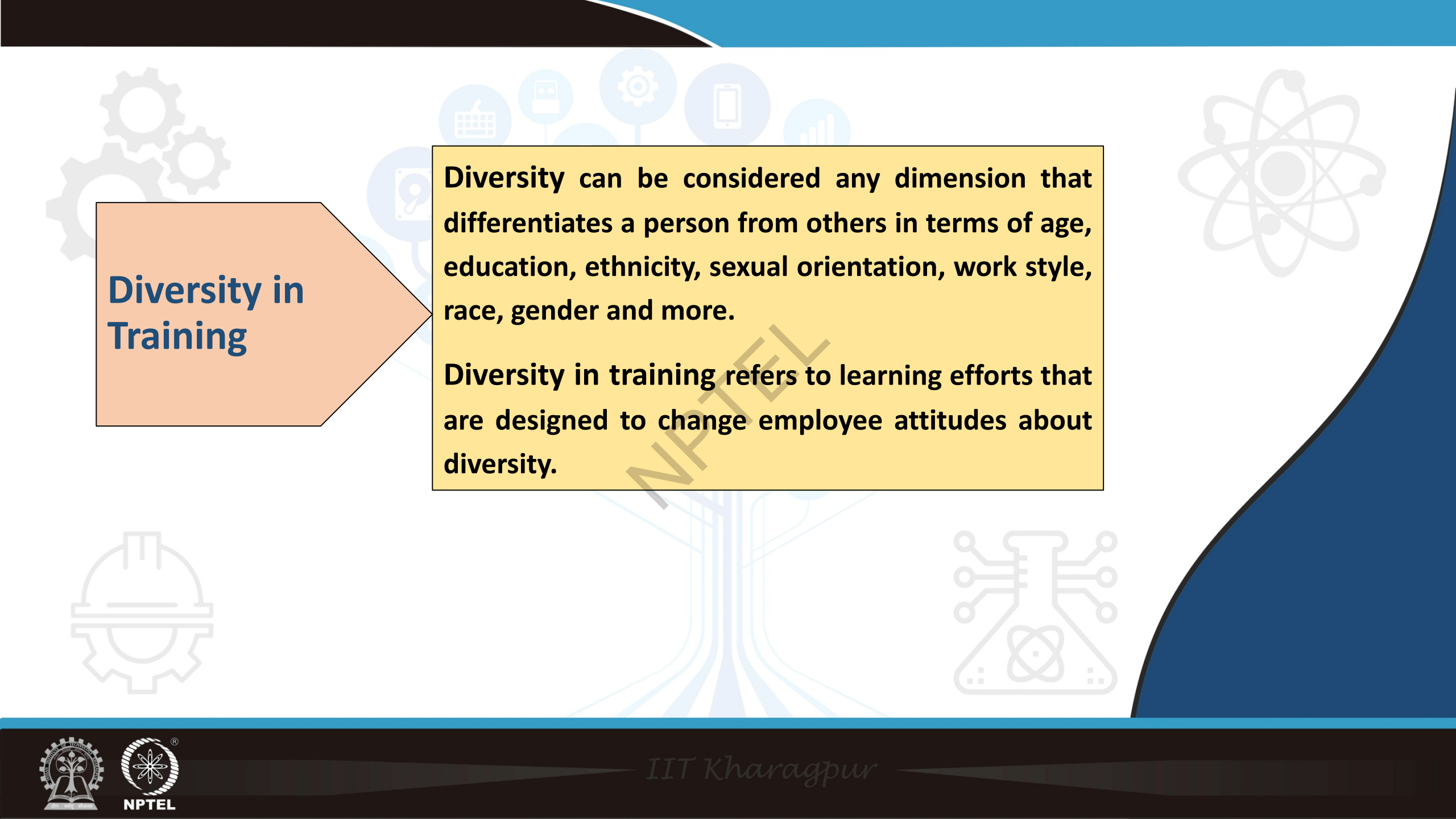
Issues of Diversity

- How can we make the training sound appealing to different types of workers, such as people with disabilities.
- How can recruitment and training be effectively targeted to under-utilized groups.
- We need to have orientation on how do we overcome cultural bias in the interviewing process, questions, and the response.

What is Diversity in Training

When we think of diversity, we think of ethnicity and race, and then gender; however, diversity is much broader than that. It has varieties of dimensions.

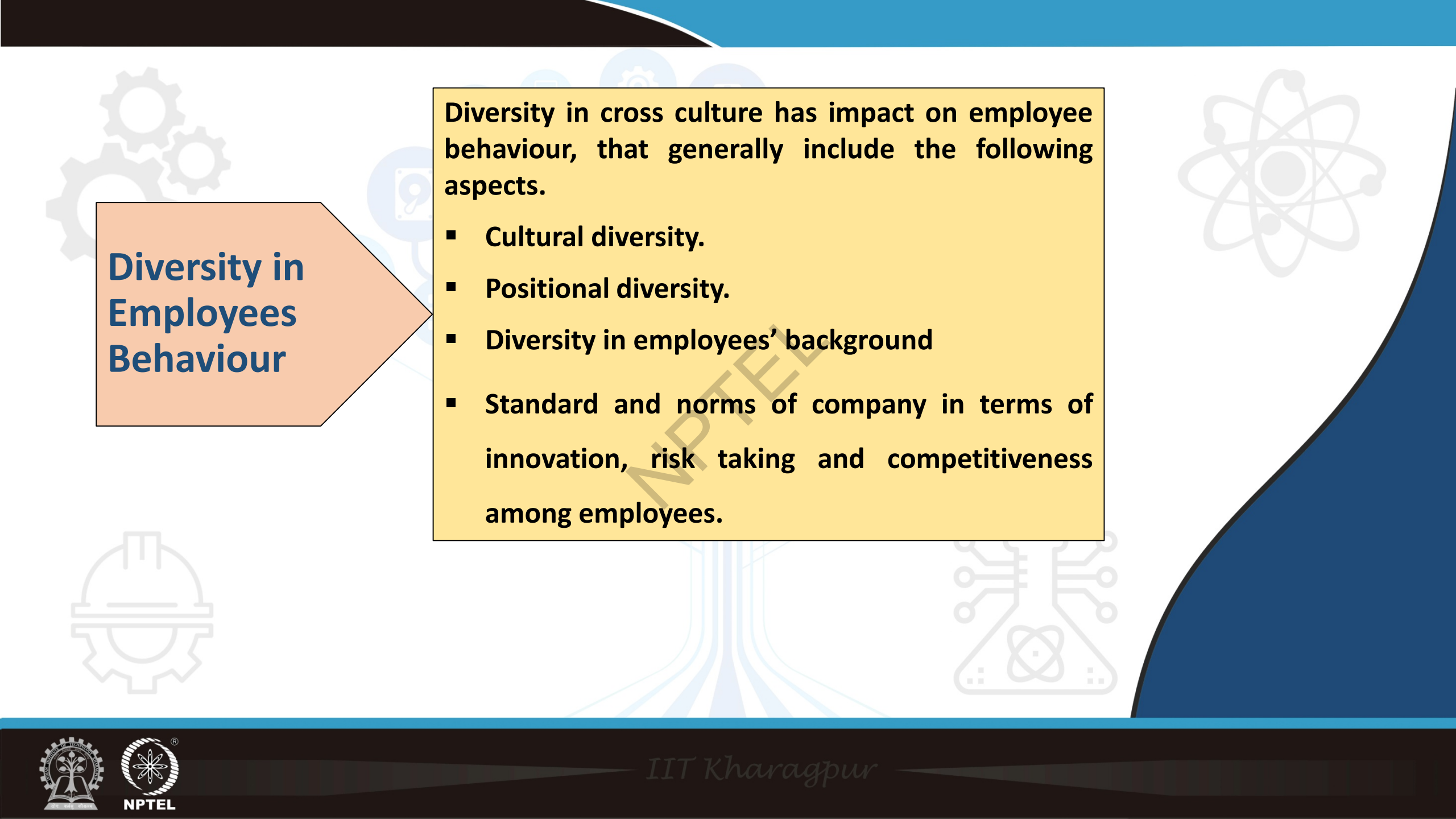
Dimensions of diversity include, but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status, and work experience.



Diversity in Training

Diversity can be considered any dimension that differentiates a person from others in terms of age, education, ethnicity, sexual orientation, work style, race, gender and more.

Diversity in training refers to learning efforts that are designed to change employee attitudes about diversity.



Diversity in Employees Behaviour

Diversity in cross culture has impact on employee behaviour, that generally include the following aspects.

- Cultural diversity.
- Positional diversity.
- Diversity in employees' background
- Standard and norms of company in terms of innovation, risk taking and competitiveness among employees.

Some Considerations in Diversity

- Golden rule is that treat others as you want to be treated.
- Platinum rule which states: "treat others as they want to be treated."
- Moving from ethnocentric view ("our way is the best way") to a culturally relative perspective ("let's take the best of a variety of ways") will help us to manage training more effectively for the employees in a diverse work environment.

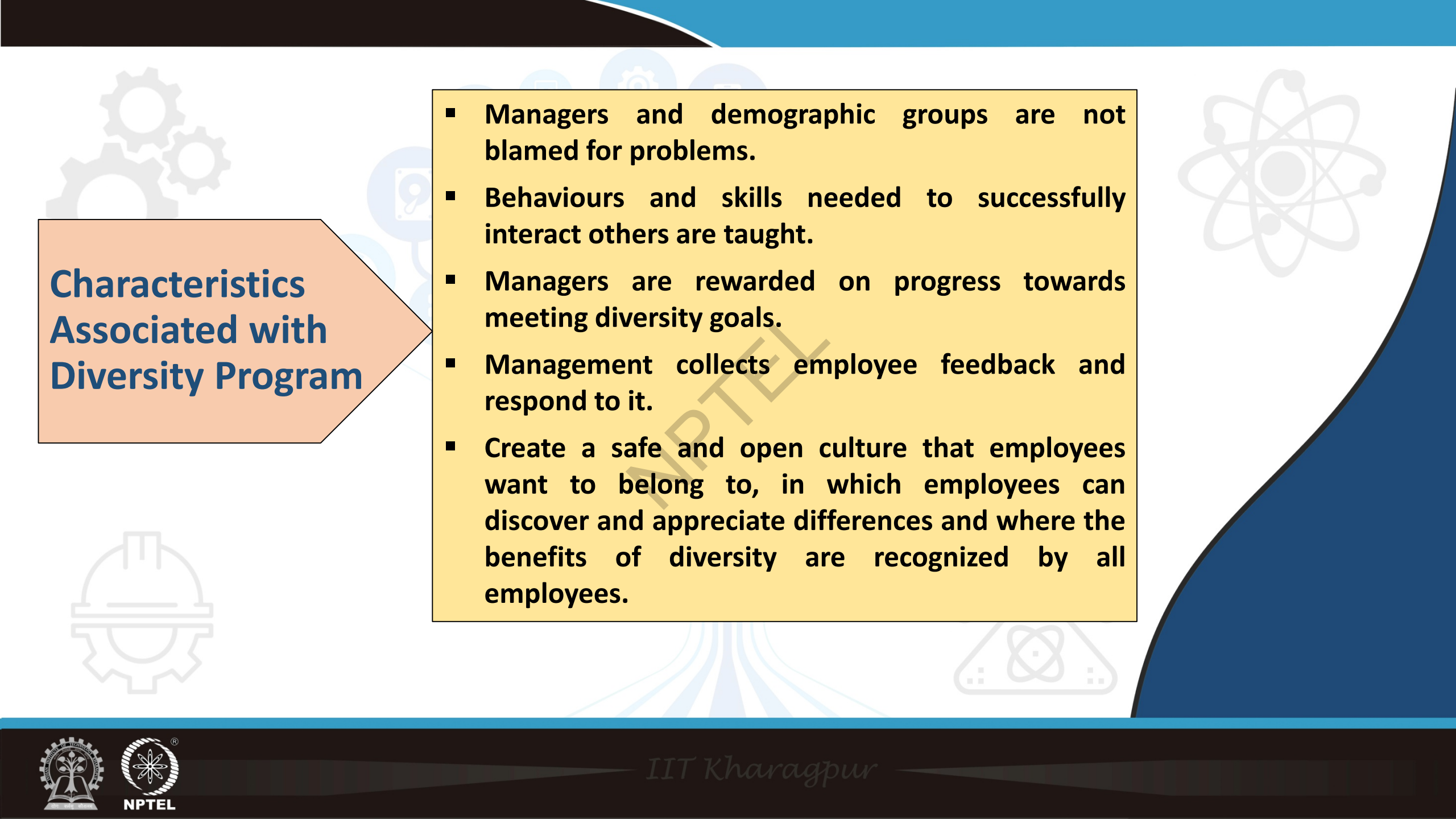
Management of Diversity

Diversity management is often referred to as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status for better workplace management.



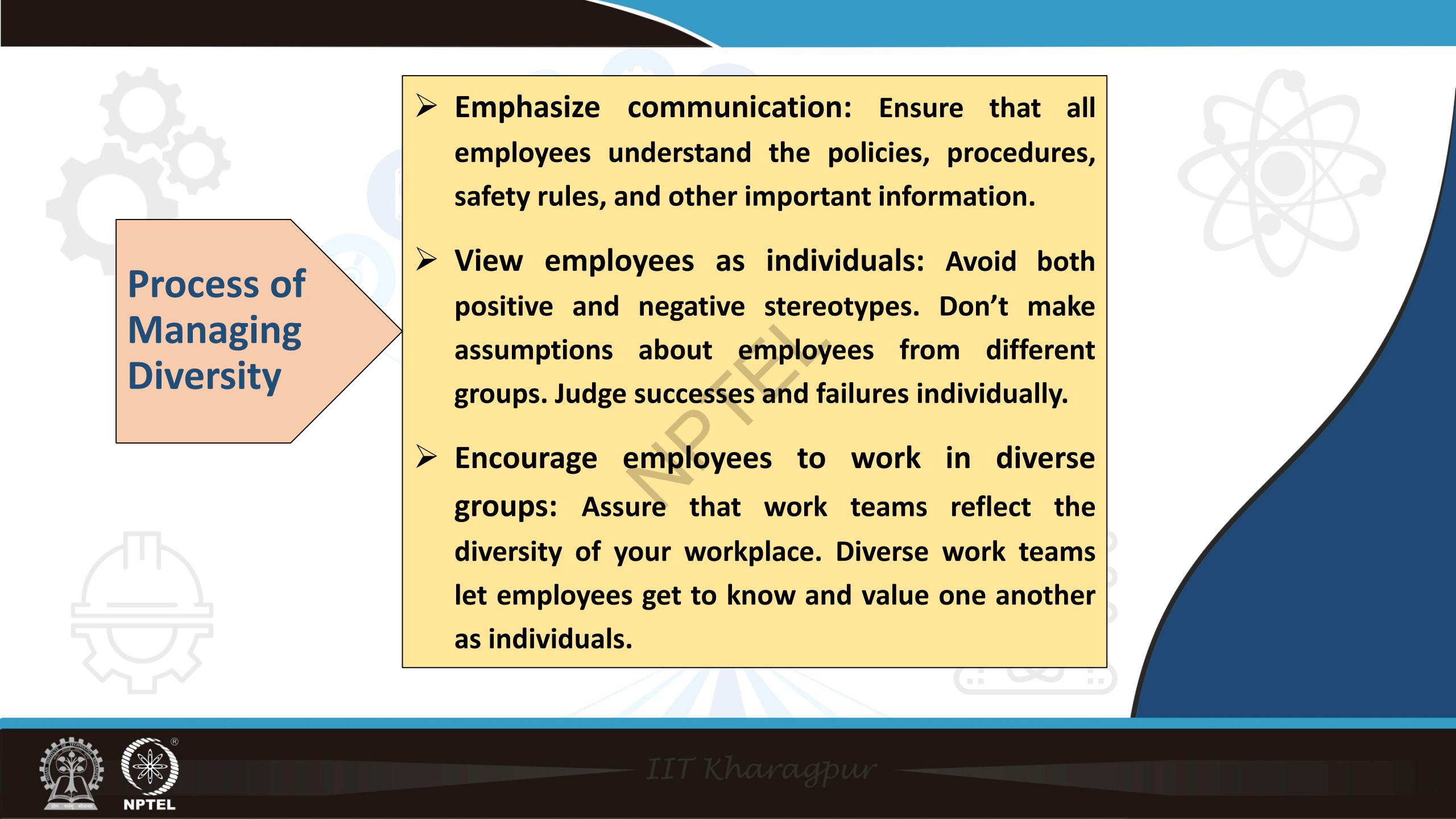
Characteristics Associated with Diversity Program

- Top management provides resources, intervenes and publicity advocates diversity.
- Program is structured.
- Capitalizing on a diverse workforce is defined as a business workforce.
- Capitalizing on a diverse workforce is seen as necessary to generate profit and revenue.
- The program is evaluated using metrics.
- Manager's involvement is necessary.
- The program is seen as a culture change, not a one-shot program.



Characteristics Associated with Diversity Program

- Managers and demographic groups are not blamed for problems.
- Behaviours and skills needed to successfully interact others are taught.
- Managers are rewarded on progress towards meeting diversity goals.
- Management collects employee feedback and respond to it.
- Create a safe and open culture that employees want to belong to, in which employees can discover and appreciate differences and where the benefits of diversity are recognized by all employees.

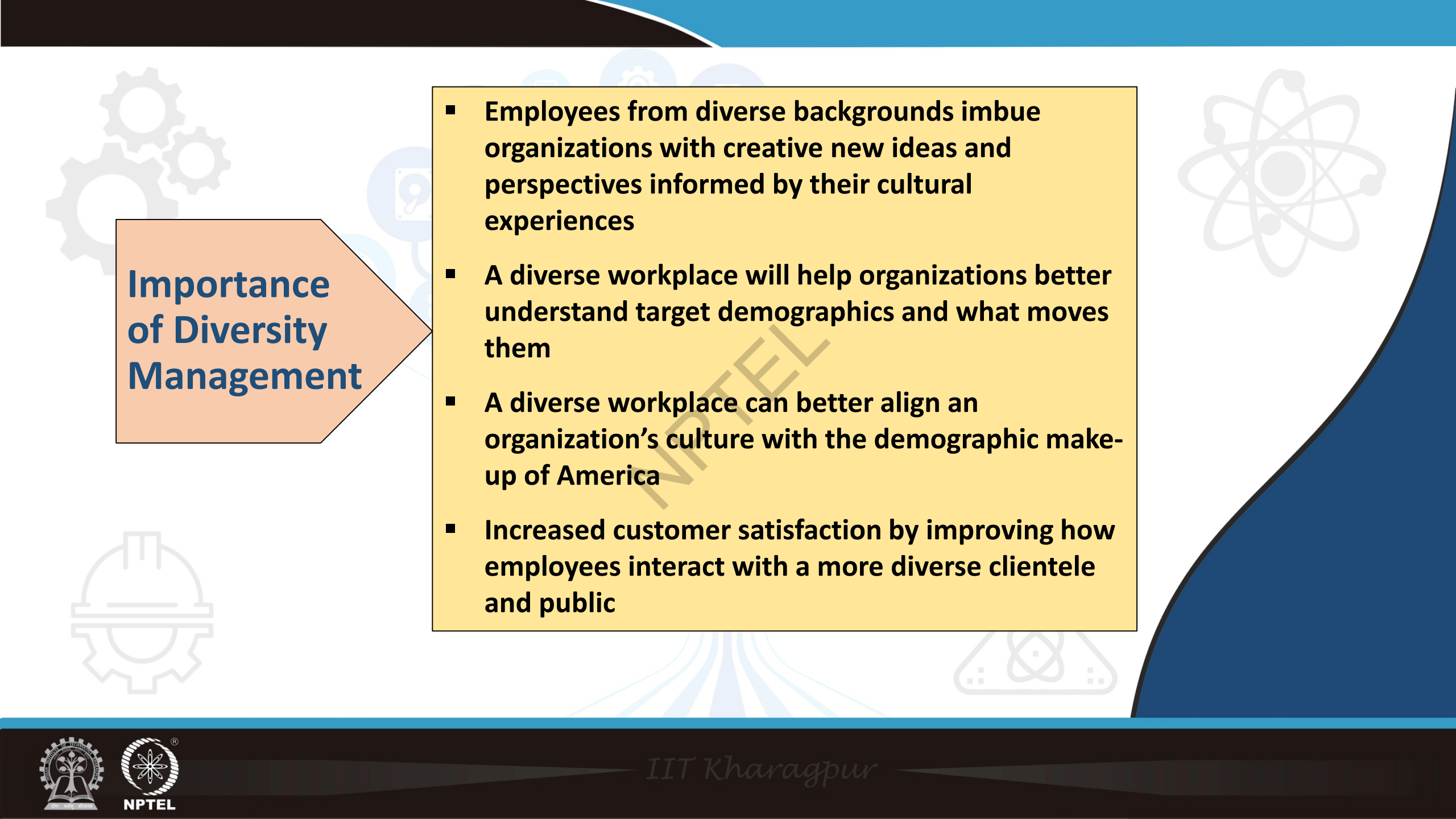


Process of Managing Diversity

- **Emphasize communication:** Ensure that all employees understand the policies, procedures, safety rules, and other important information.
- **View employees as individuals:** Avoid both positive and negative stereotypes. Don't make assumptions about employees from different groups. Judge successes and failures individually.
- **Encourage employees to work in diverse groups:** Assure that work teams reflect the diversity of your workplace. Diverse work teams let employees get to know and value one another as individuals.

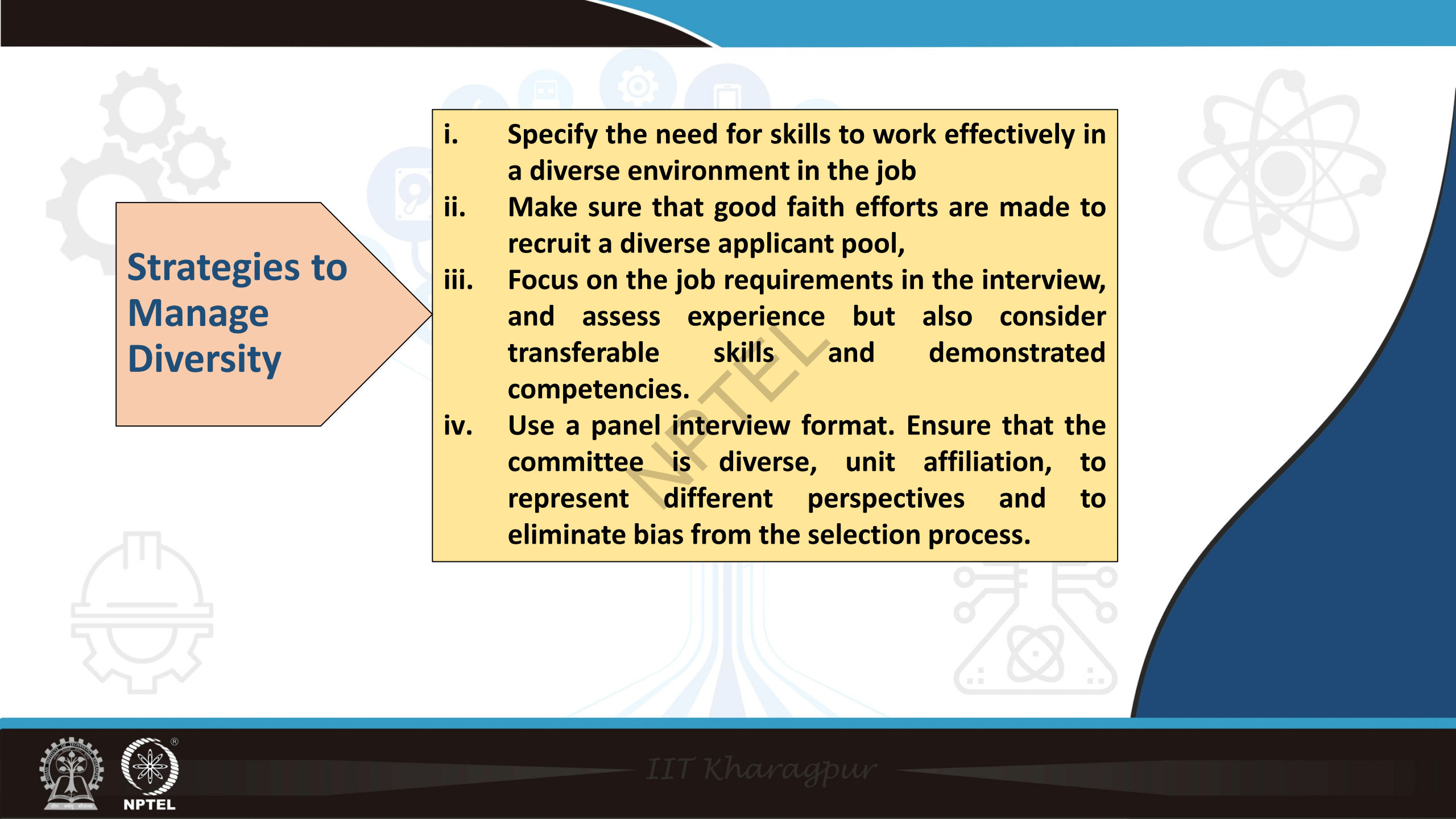
Process of Managing Diversity

- **Base decisions on objective criteria:** Expect all employees of all backgrounds to meet required standards and perform to the best of their ability.
- **Be open-minded:** Recognize, and encourage employees to recognize, that one's own experience, background, and culture are *not* the *only* ones with value to the organization.



Importance of Diversity Management

- Employees from diverse backgrounds imbue organizations with creative new ideas and perspectives informed by their cultural experiences
- A diverse workplace will help organizations better understand target demographics and what moves them
- A diverse workplace can better align an organization's culture with the demographic make-up of America
- Increased customer satisfaction by improving how employees interact with a more diverse clientele and public



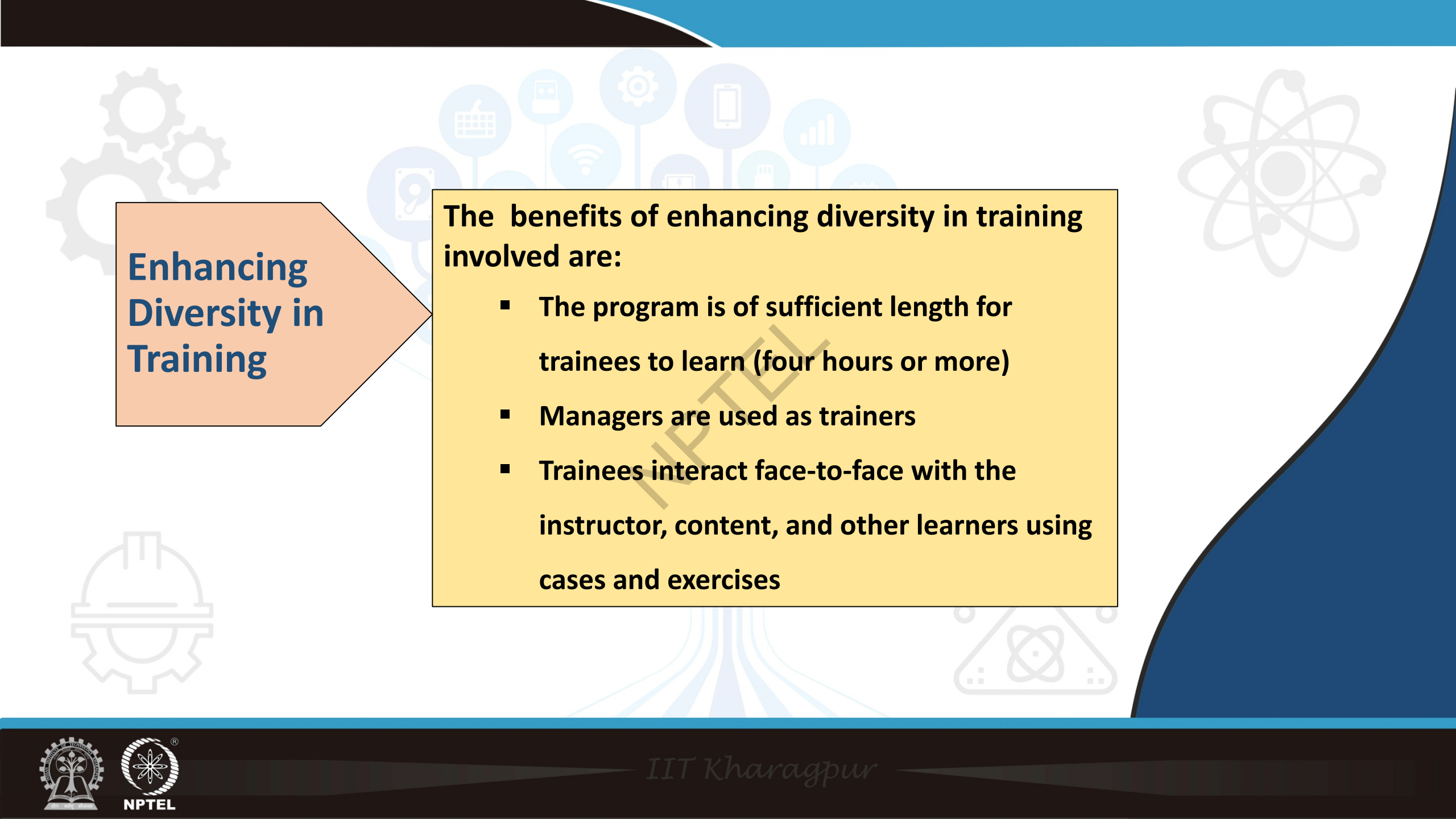
Strategies to Manage Diversity

- i. Specify the need for skills to work effectively in a diverse environment in the job
- ii. Make sure that good faith efforts are made to recruit a diverse applicant pool,
- iii. Focus on the job requirements in the interview, and assess experience but also consider transferable skills and demonstrated competencies.
- iv. Use a panel interview format. Ensure that the committee is diverse, unit affiliation, to represent different perspectives and to eliminate bias from the selection process.



Strategies to Manage Diversity

- v. Ensure that appropriate accommodations are made for disabled applicants.
- vi. Know your own cultural biases. What stereotypes do you have of people from different groups and how well they may perform on the job



Enhancing Diversity in Training

The benefits of enhancing diversity in training involved are:

- The program is of sufficient length for trainees to learn (four hours or more)
- Managers are used as trainers
- Trainees interact face-to-face with the instructor, content, and other learners using cases and exercises



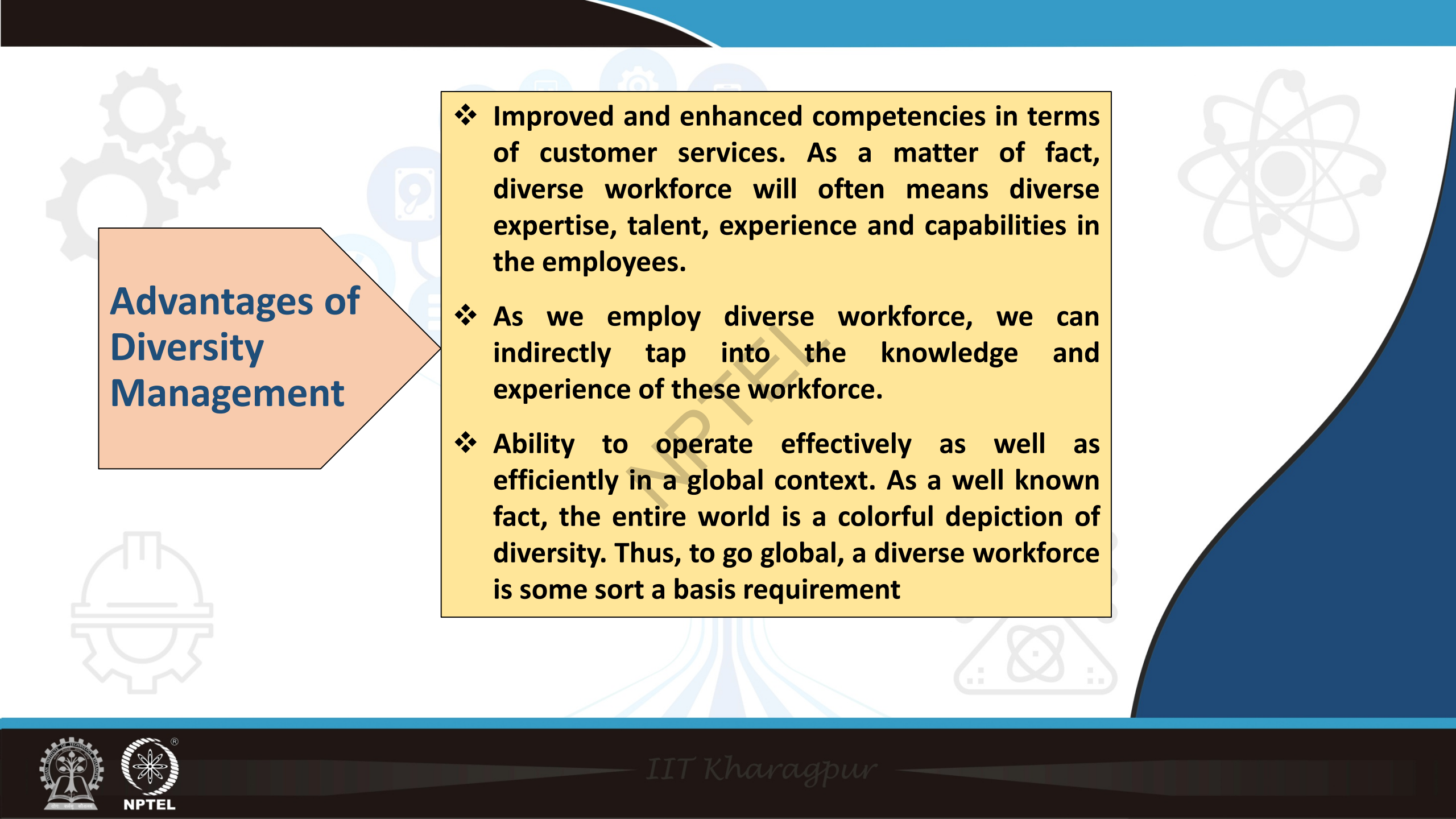
Enhancing Diversity in Training

- Learning efforts to change attitudes and develop skills to work with a diverse workforce with the primary goals:
 - Eliminate values, stereotypes, and practices that inhibit development
 - Allow employees to contribute to organizational goals regardless of their background

Managing Culturally Diverse Teams in Organizations

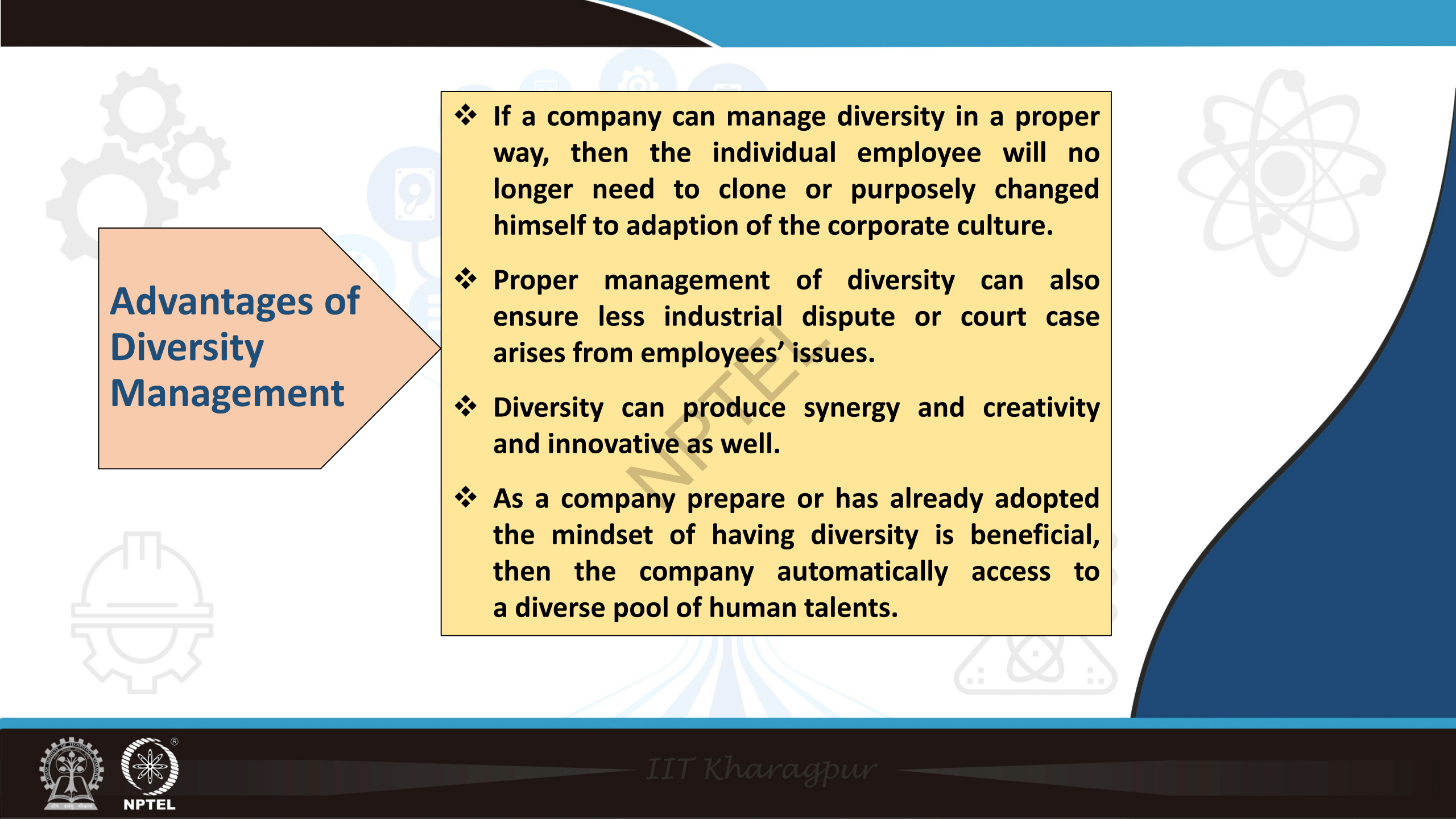
Properly managed diverse groups can give better result including hiring efforts, increased innovation, higher productivity. Multicultural teams can be managed by

- Task-related selection rather than on ethnicity
- Establishing a vision
- Equalizing power
- Creating multi-respect



Advantages of Diversity Management

- ❖ Improved and enhanced competencies in terms of customer services. As a matter of fact, diverse workforce will often means diverse expertise, talent, experience and capabilities in the employees.
- ❖ As we employ diverse workforce, we can indirectly tap into the knowledge and experience of these workforce.
- ❖ Ability to operate effectively as well as efficiently in a global context. As a well known fact, the entire world is a colorful depiction of diversity. Thus, to go global, a diverse workforce is some sort a basis requirement



Advantages of Diversity Management

- ❖ If a company can manage diversity in a proper way, then the individual employee will no longer need to clone or purposely changed himself to adaption of the corporate culture.
- ❖ Proper management of diversity can also ensure less industrial dispute or court case arises from employees' issues.
- ❖ Diversity can produce synergy and creativity and innovative as well.
- ❖ As a company prepare or has already adopted the mindset of having diversity is beneficial, then the company automatically access to a diverse pool of human talents.

Disadvantages of Diversity Management

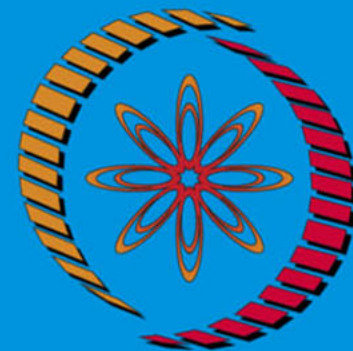
- ❖ Managing diversity is an art, picture is bright but the execution is not easy.
- ❖ At some serious cases, diversity can also be a source of conflict that can cause issues such as reluctant to share information among workforce.
- ❖ A diversity management program may invade employee privacy, if handled insensitively.
- ❖ During the implementation process, deep seated prejudices within employees may be brought into the open, causing short-term tension

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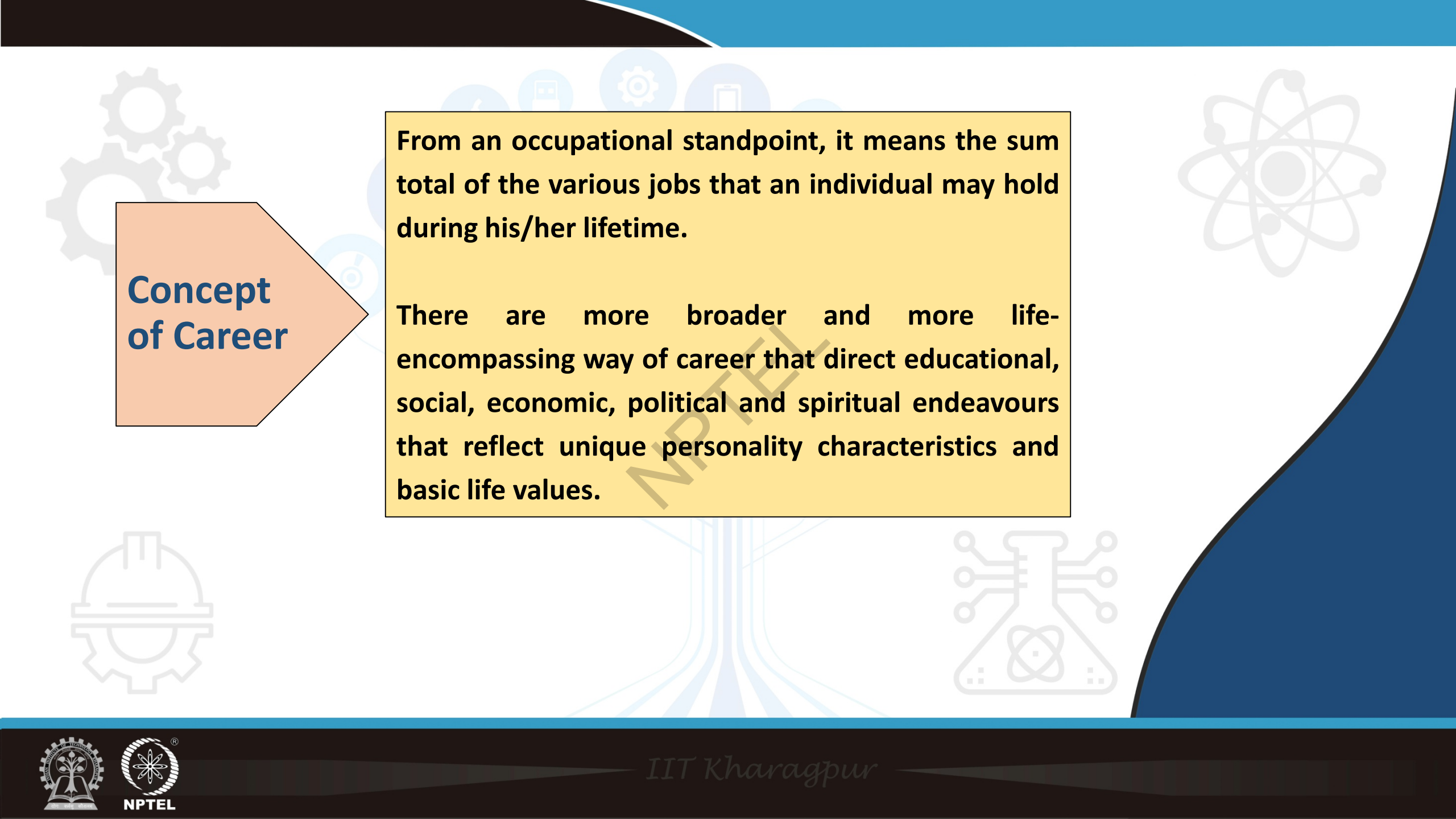
Module : 10

Lecture 49 : Career Challenges

TRAINING AND DEVELOPMENT

This lecture session will discuss on the career challenges and its various issues.

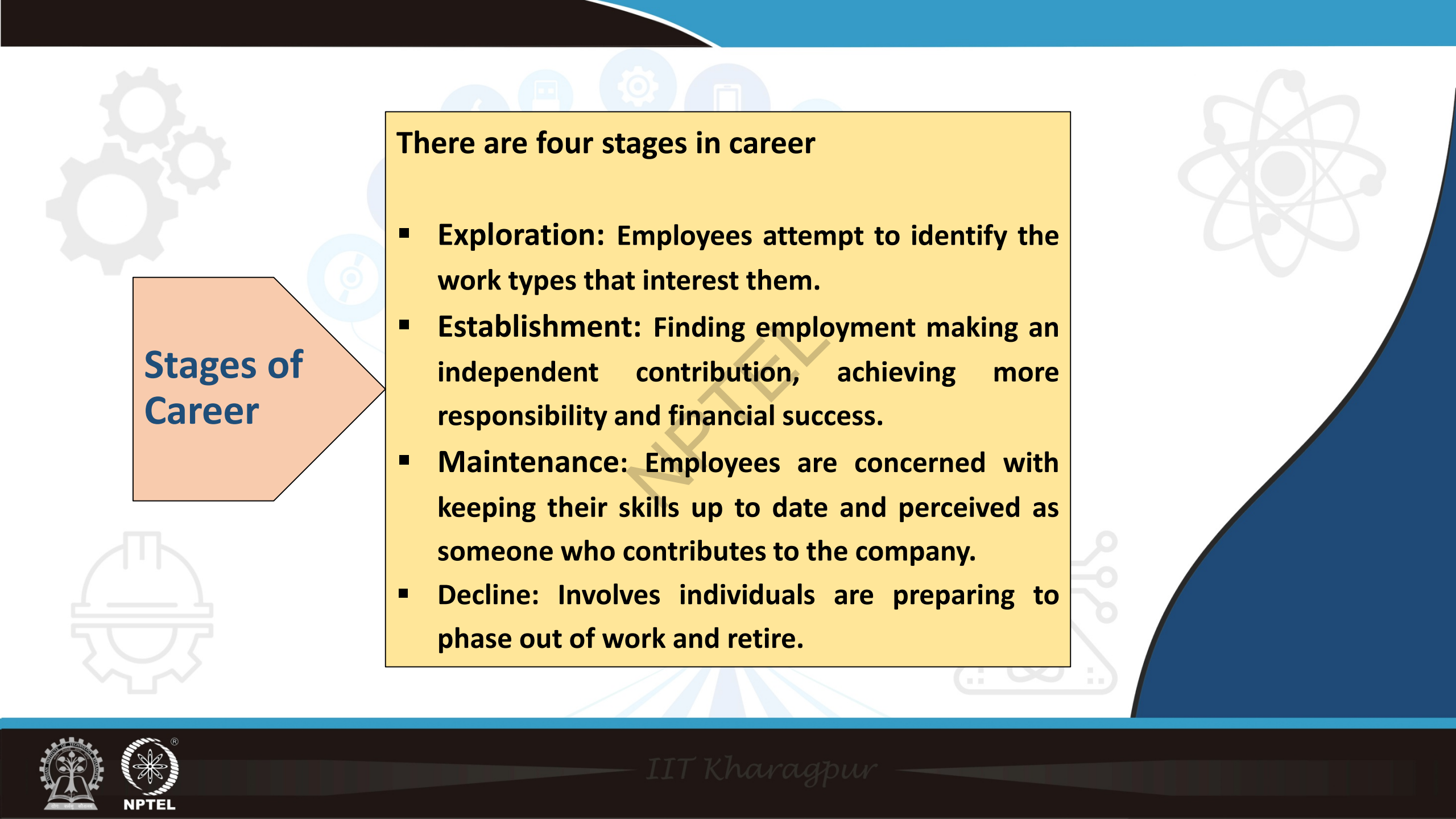




Concept of Career

From an occupational standpoint, it means the sum total of the various jobs that an individual may hold during his/her lifetime.

There are more broader and more life-encompassing way of career that direct educational, social, economic, political and spiritual endeavours that reflect unique personality characteristics and basic life values.



Stages of Career

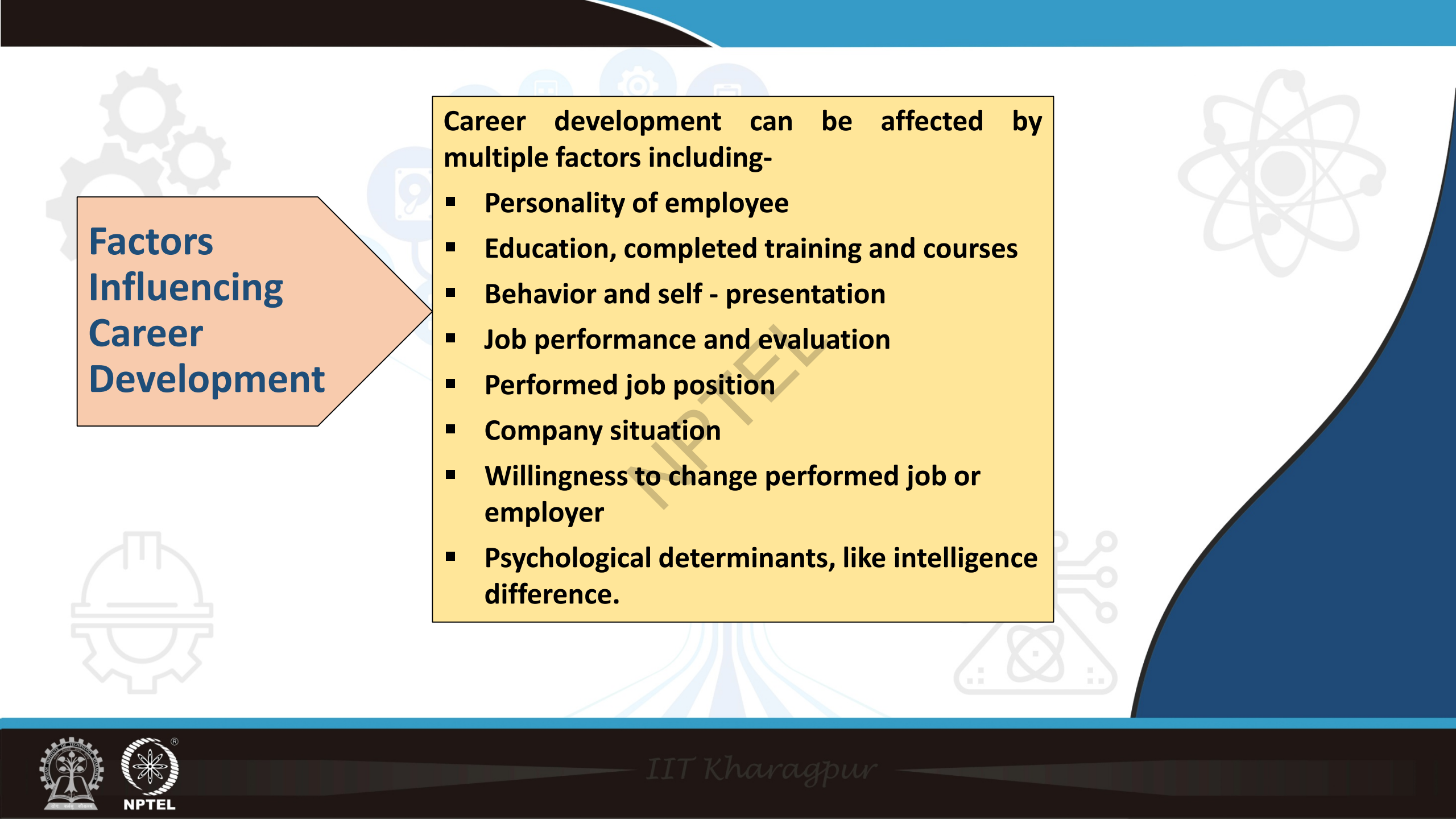
There are four stages in career

- **Exploration:** Employees attempt to identify the work types that interest them.
- **Establishment:** Finding employment making an independent contribution, achieving more responsibility and financial success.
- **Maintenance:** Employees are concerned with keeping their skills up to date and perceived as someone who contributes to the company.
- **Decline:** Involves individuals are preparing to phase out of work and retire.

What is Career Development

Career development is the process of choosing a career, improving your skills, and advancing along a career path. It's a lifelong process of learning and decision-making that brings you closer to your ideal job, skillset, and lifestyle

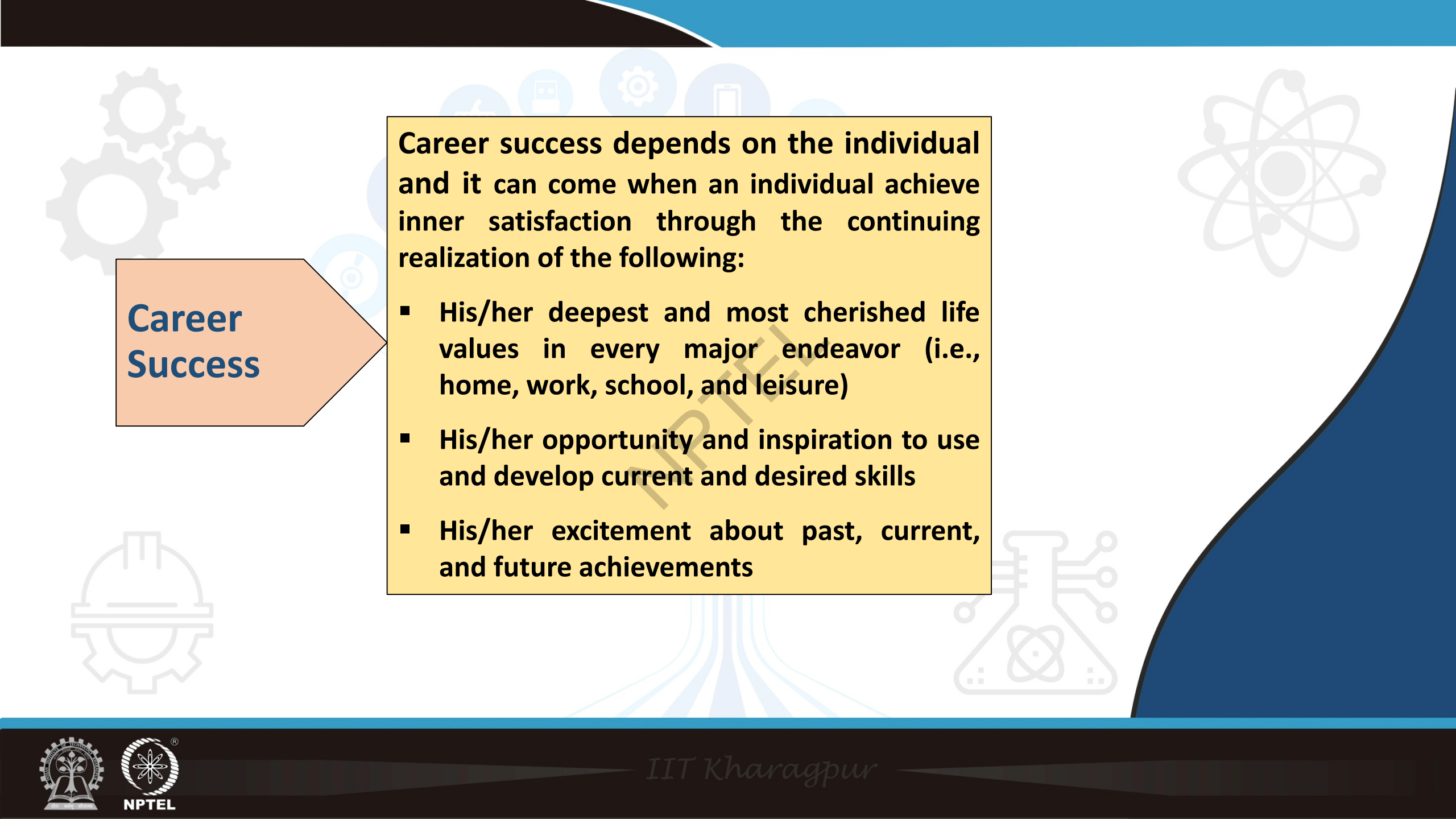




Factors Influencing Career Development

Career development can be affected by multiple factors including-

- Personality of employee
- Education, completed training and courses
- Behavior and self - presentation
- Job performance and evaluation
- Performed job position
- Company situation
- Willingness to change performed job or employer
- Psychological determinants, like intelligence difference.



Career Success

Career success depends on the individual and it can come when an individual achieve inner satisfaction through the continuing realization of the following:

- **His/her deepest and most cherished life values in every major endeavor (i.e., home, work, school, and leisure)**
- **His/her opportunity and inspiration to use and develop current and desired skills**
- **His/her excitement about past, current, and future achievements**

Career Challenges

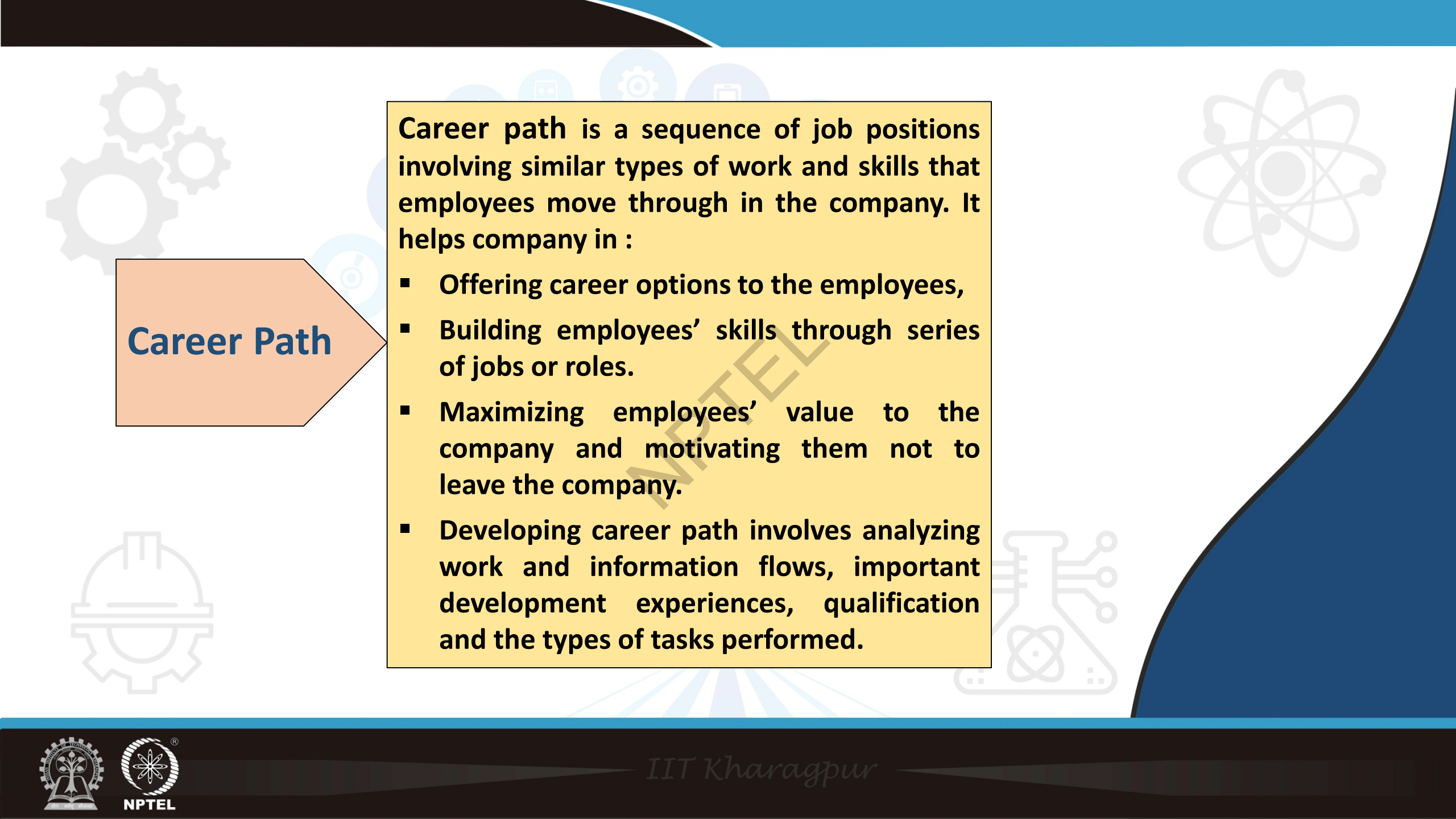
Most of the company's workforce includes multigenerational workforce. In order to attract, motivate and retain them companies need to understand and manage career challenges and help employees deal with career issues. The challenges include:

- Balancing work life needs.
- Providing career ladders,
- Career recycling,
- Understanding job hopping,
- Help employees return to work after career break,
- Helping employees deal with job loss

Work Life Balance Practices

Work life balance practices include -

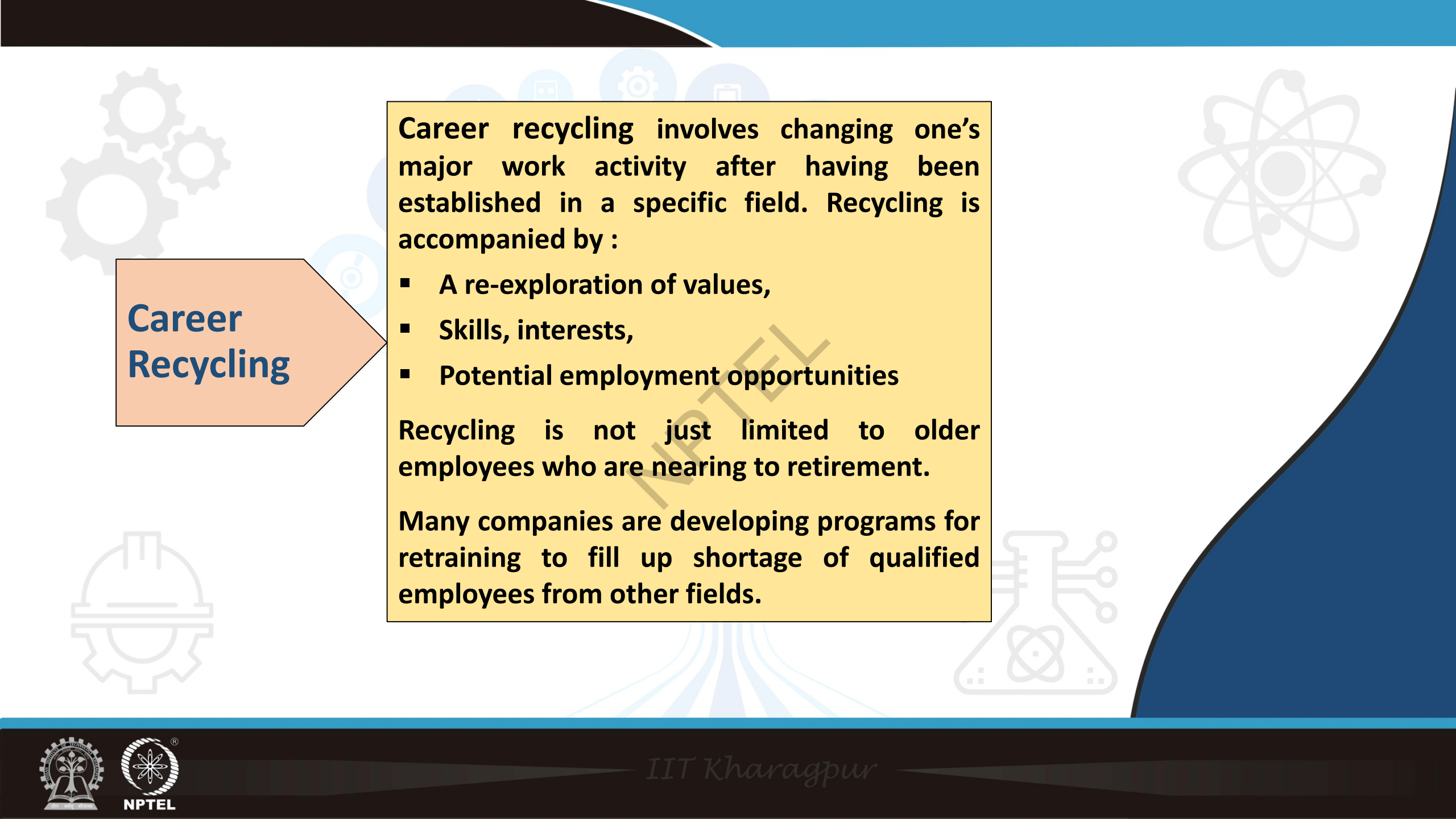
- Flexible work schedule.
- Job sharing.
- Child care.
- Care of elderly.
- Personal leave.
- Telecommuting
- Reduced meeting time.
- Reduced work hours
- Adoption support.
- Paid vacation time.
- Personal services (meals, gifts, home arrange)



Career Path

Career path is a sequence of job positions involving similar types of work and skills that employees move through in the company. It helps company in :

- **Offering career options to the employees,**
- **Building employees' skills through series of jobs or roles.**
- **Maximizing employees' value to the company and motivating them not to leave the company.**
- **Developing career path involves analyzing work and information flows, important development experiences, qualification and the types of tasks performed.**



Career Recycling

Career recycling involves changing one's major work activity after having been established in a specific field. Recycling is accompanied by :

- **A re-exploration of values,**
- **Skills, interests,**
- **Potential employment opportunities**

Recycling is not just limited to older employees who are nearing to retirement.

Many companies are developing programs for retraining to fill up shortage of qualified employees from other fields.

Job Hopping

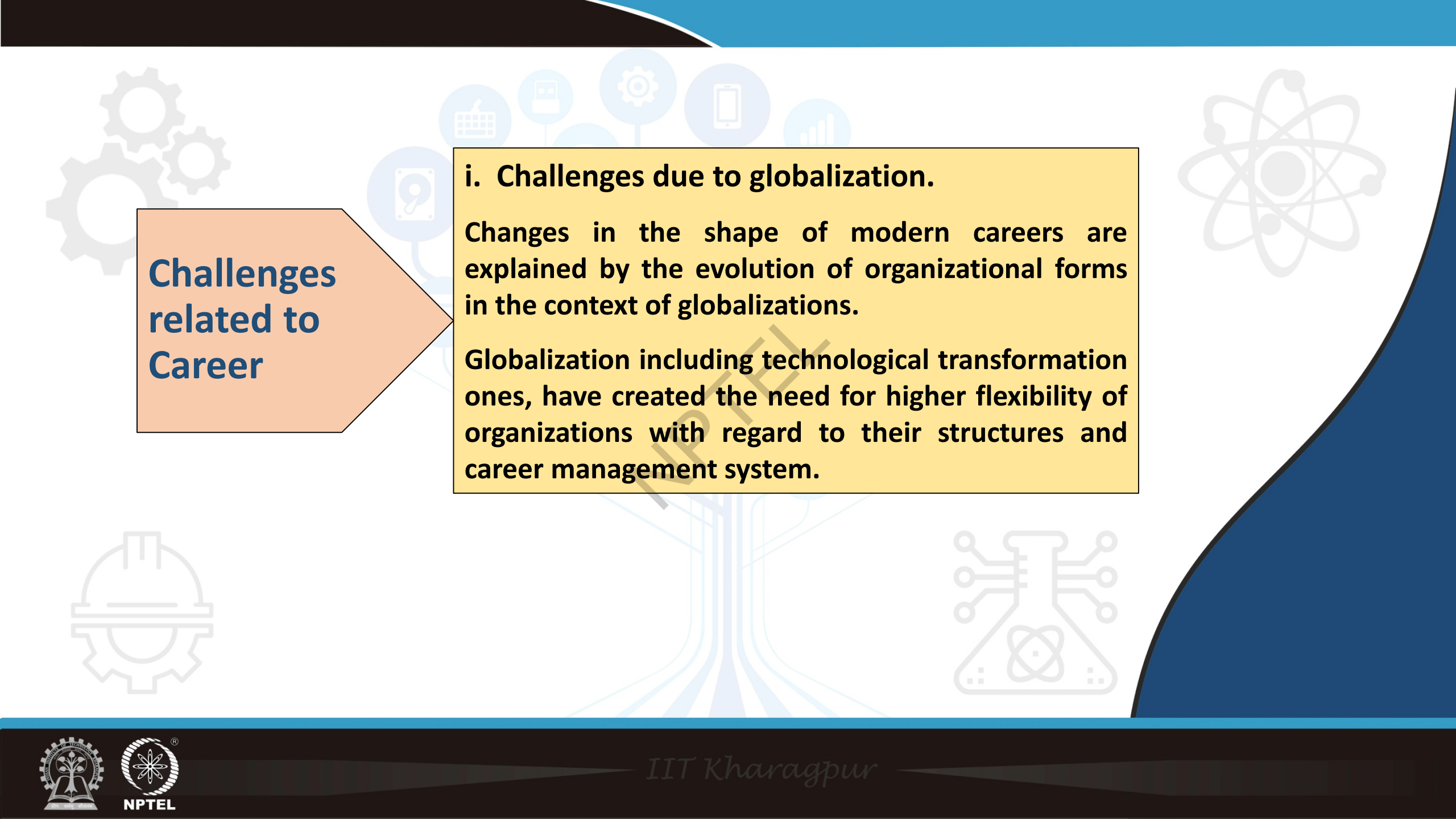
Job hopping refers to the changing job by employees usually between companies in every two or three years.

Employees recognize that their employability and economic wellbeing depends on their personal growth and pay. As a result of that they will leave company for another job if that offers more learning opportunities or better compensation.



Challenges related to Career

- i. Challenges due to globalization.**
- ii. Challenges due to change in forms of employment.**
- iii. Challenges due to change in functional forms of company.**
- iv. Challenges due to mobility of the organizations.**
- v. Challenges relating to promotion.**
- vi. Challenges leading to former peers**
- vii. Challenges arising out of diplomacy**
- viii. Challenges due to lack of knowledge, expertise or training**
- ix. Challenges due to lack of HR Planning.**

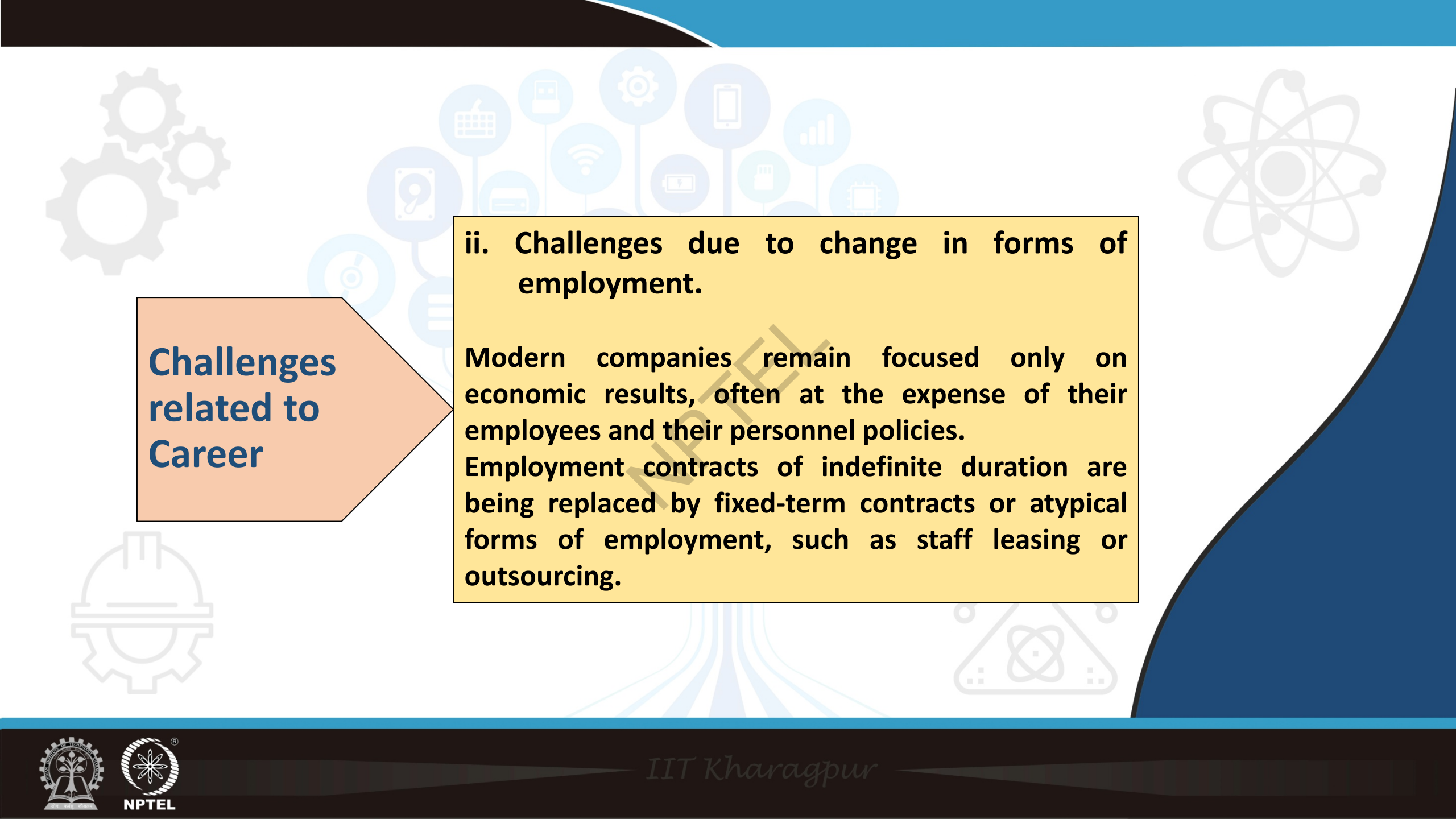


Challenges related to Career

i. Challenges due to globalization.

Changes in the shape of modern careers are explained by the evolution of organizational forms in the context of globalizations.

Globalization including technological transformation ones, have created the need for higher flexibility of organizations with regard to their structures and career management system.

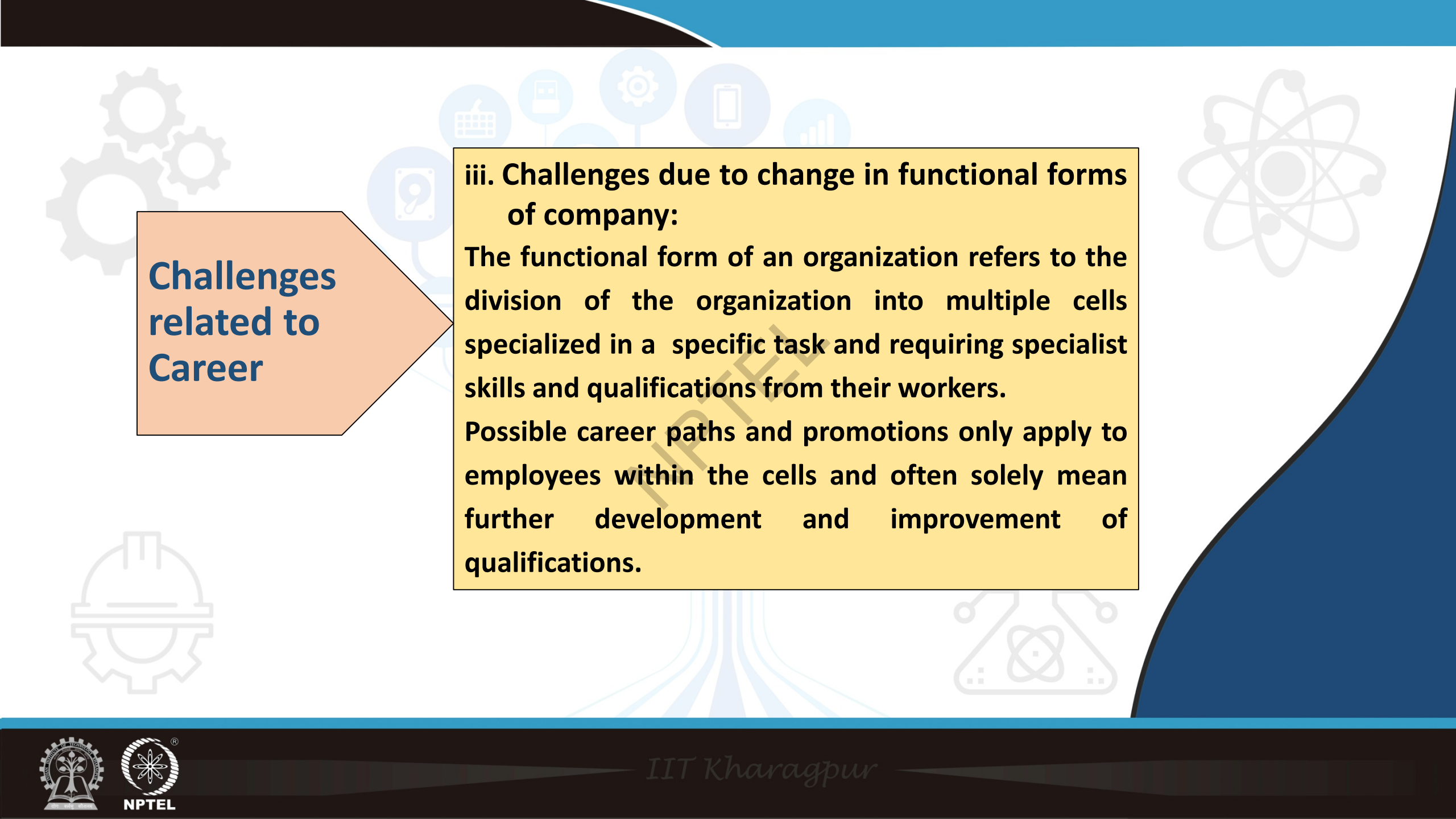


Challenges related to Career

ii. Challenges due to change in forms of employment.

Modern companies remain focused only on economic results, often at the expense of their employees and their personnel policies.

Employment contracts of indefinite duration are being replaced by fixed-term contracts or atypical forms of employment, such as staff leasing or outsourcing.

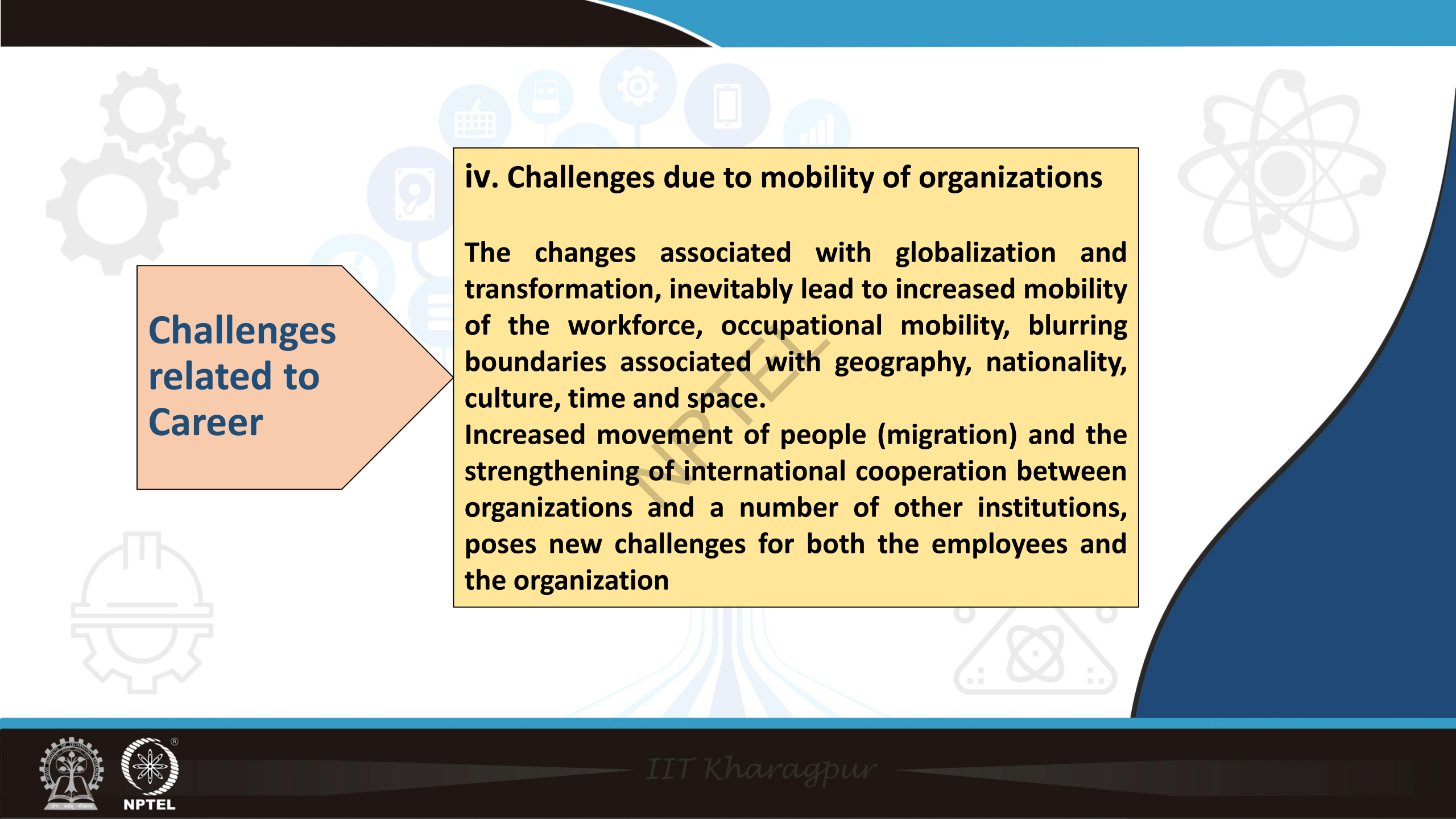


Challenges related to Career

iii. Challenges due to change in functional forms of company:

The functional form of an organization refers to the division of the organization into multiple cells specialized in a specific task and requiring specialist skills and qualifications from their workers.

Possible career paths and promotions only apply to employees within the cells and often solely mean further development and improvement of qualifications.

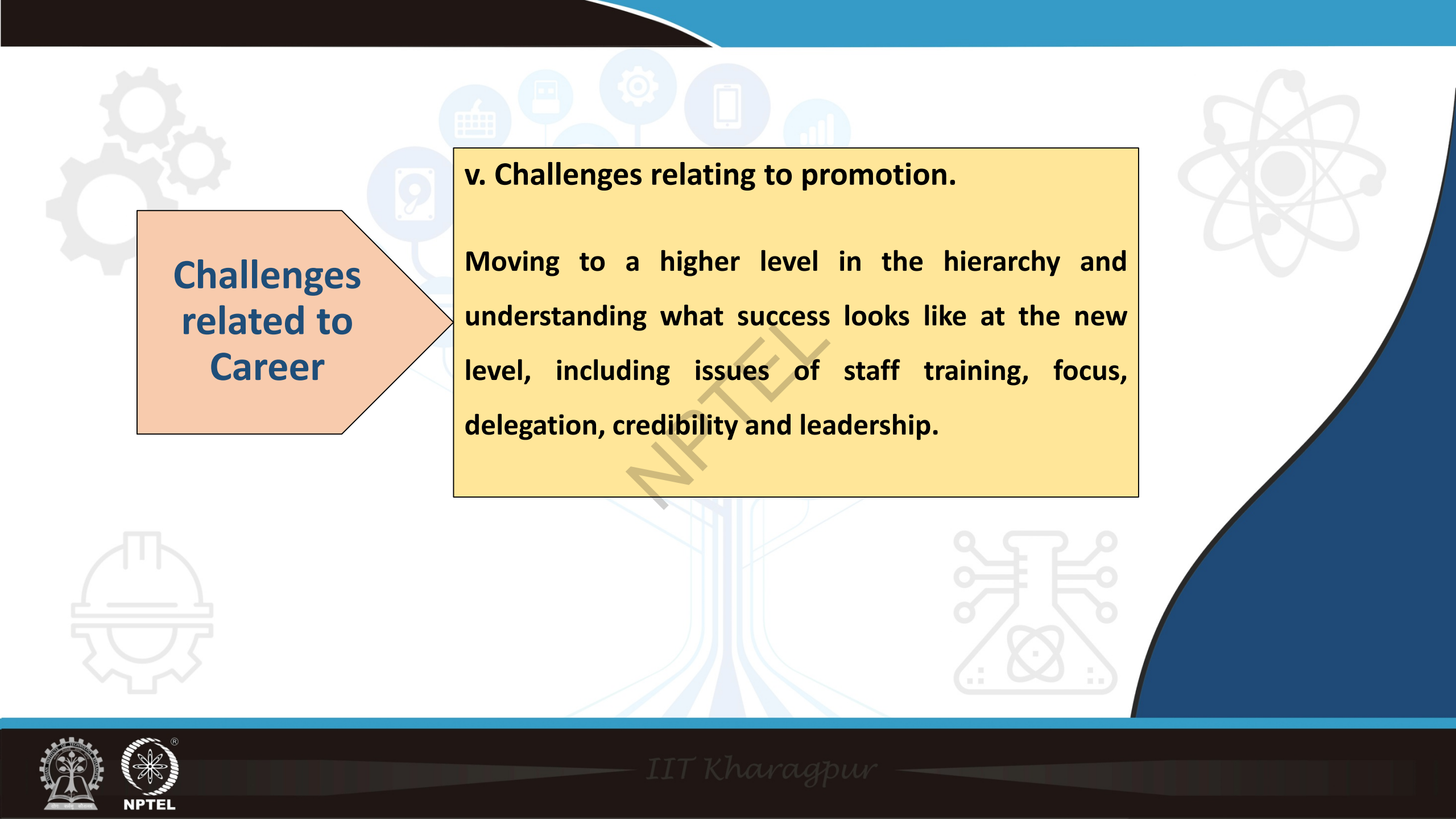


Challenges related to Career

iv. Challenges due to mobility of organizations

The changes associated with globalization and transformation, inevitably lead to increased mobility of the workforce, occupational mobility, blurring boundaries associated with geography, nationality, culture, time and space.

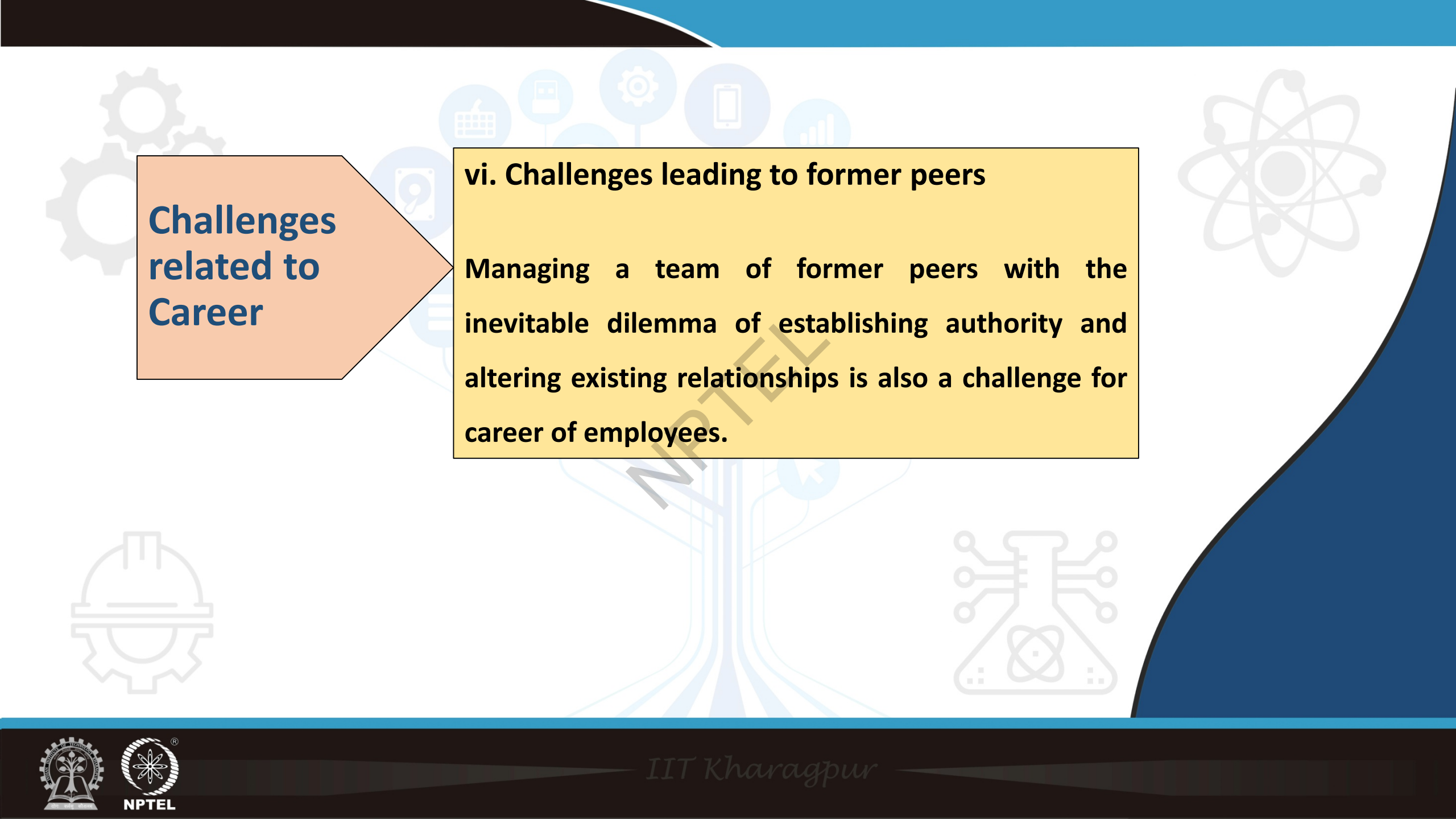
Increased movement of people (migration) and the strengthening of international cooperation between organizations and a number of other institutions, poses new challenges for both the employees and the organization



Challenges related to Career

v. Challenges relating to promotion.

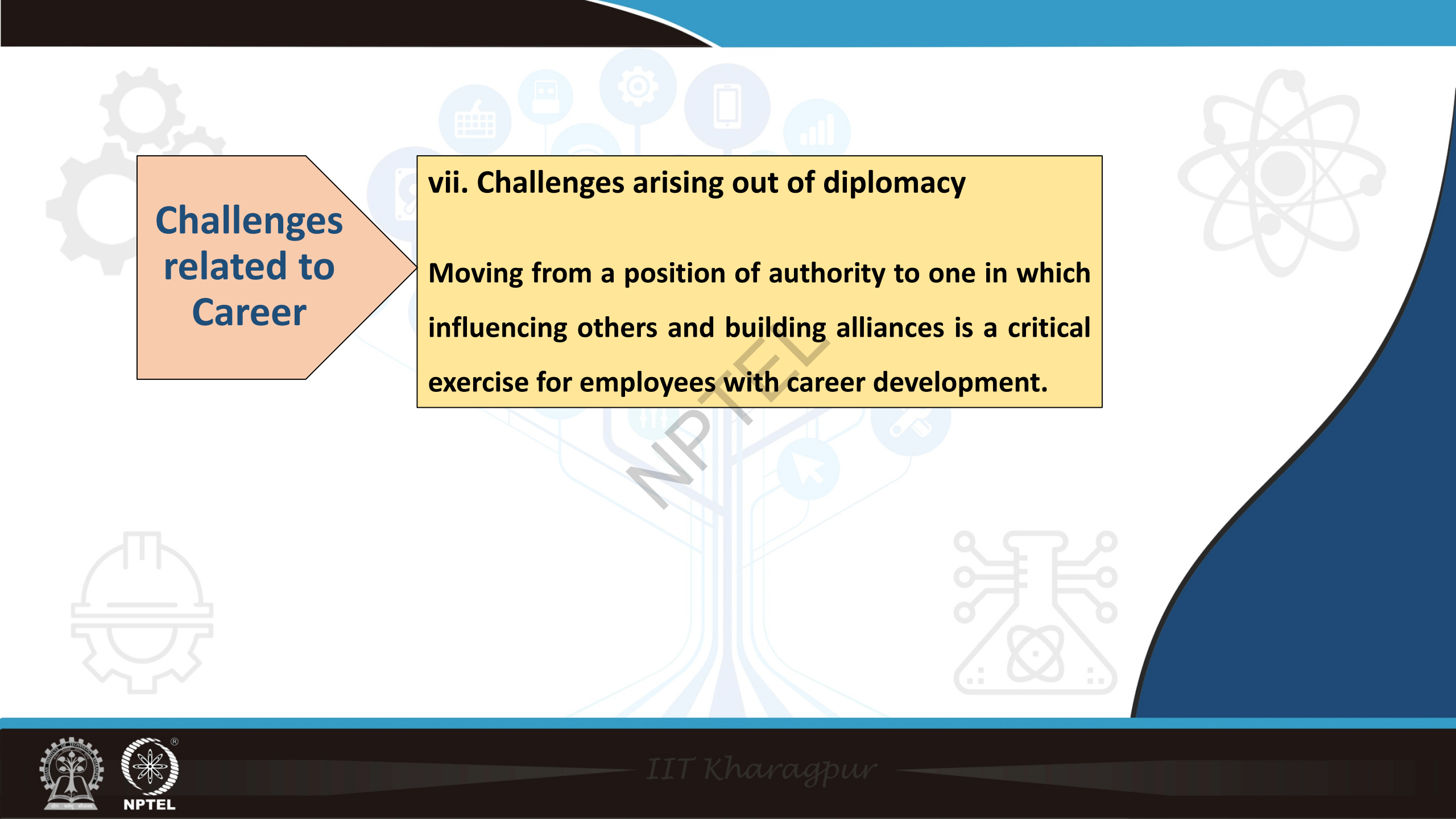
Moving to a higher level in the hierarchy and understanding what success looks like at the new level, including issues of staff training, focus, delegation, credibility and leadership.



Challenges related to Career

vi. Challenges leading to former peers

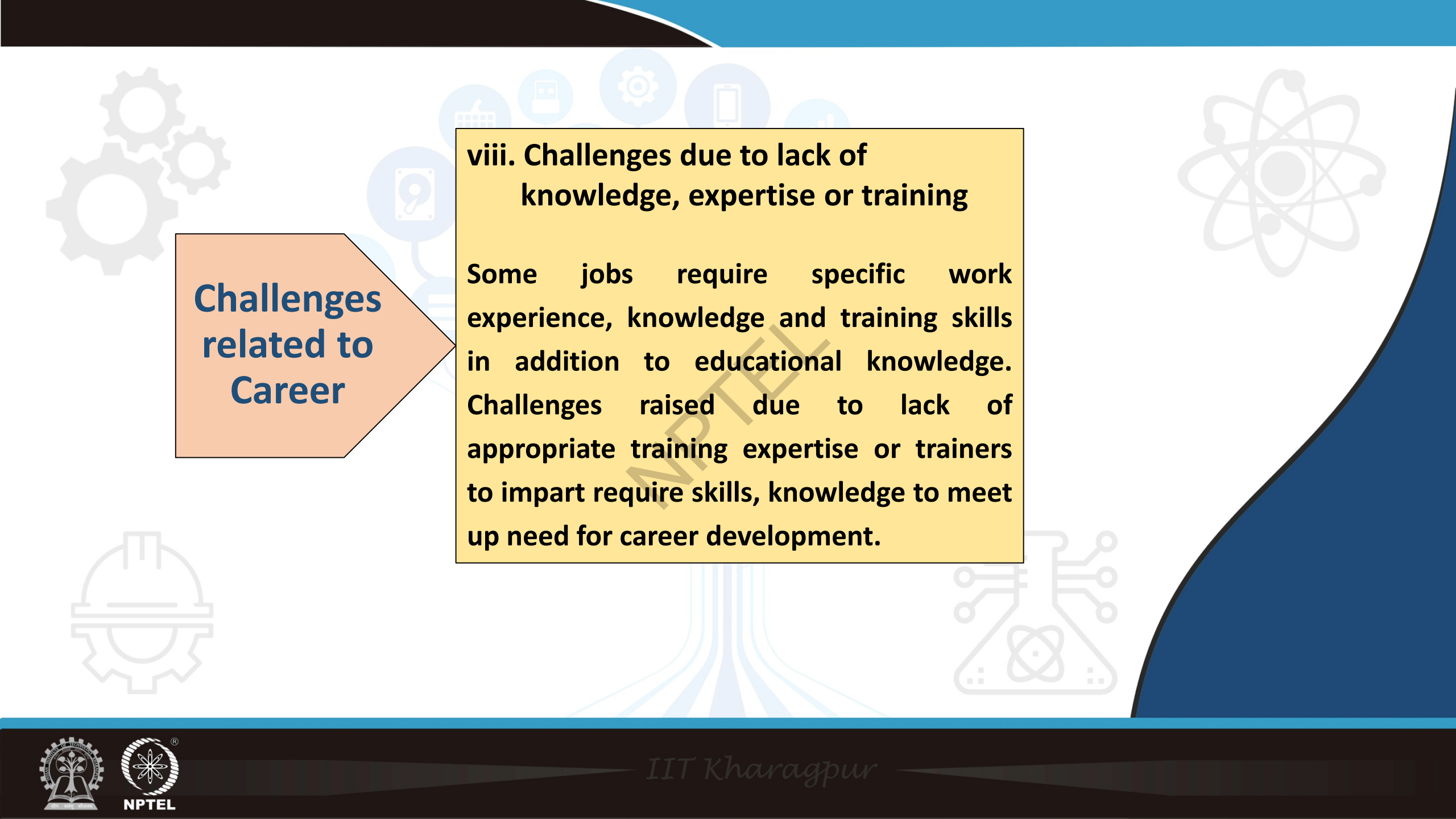
Managing a team of former peers with the inevitable dilemma of establishing authority and altering existing relationships is also a challenge for career of employees.



Challenges related to Career

vii. Challenges arising out of diplomacy

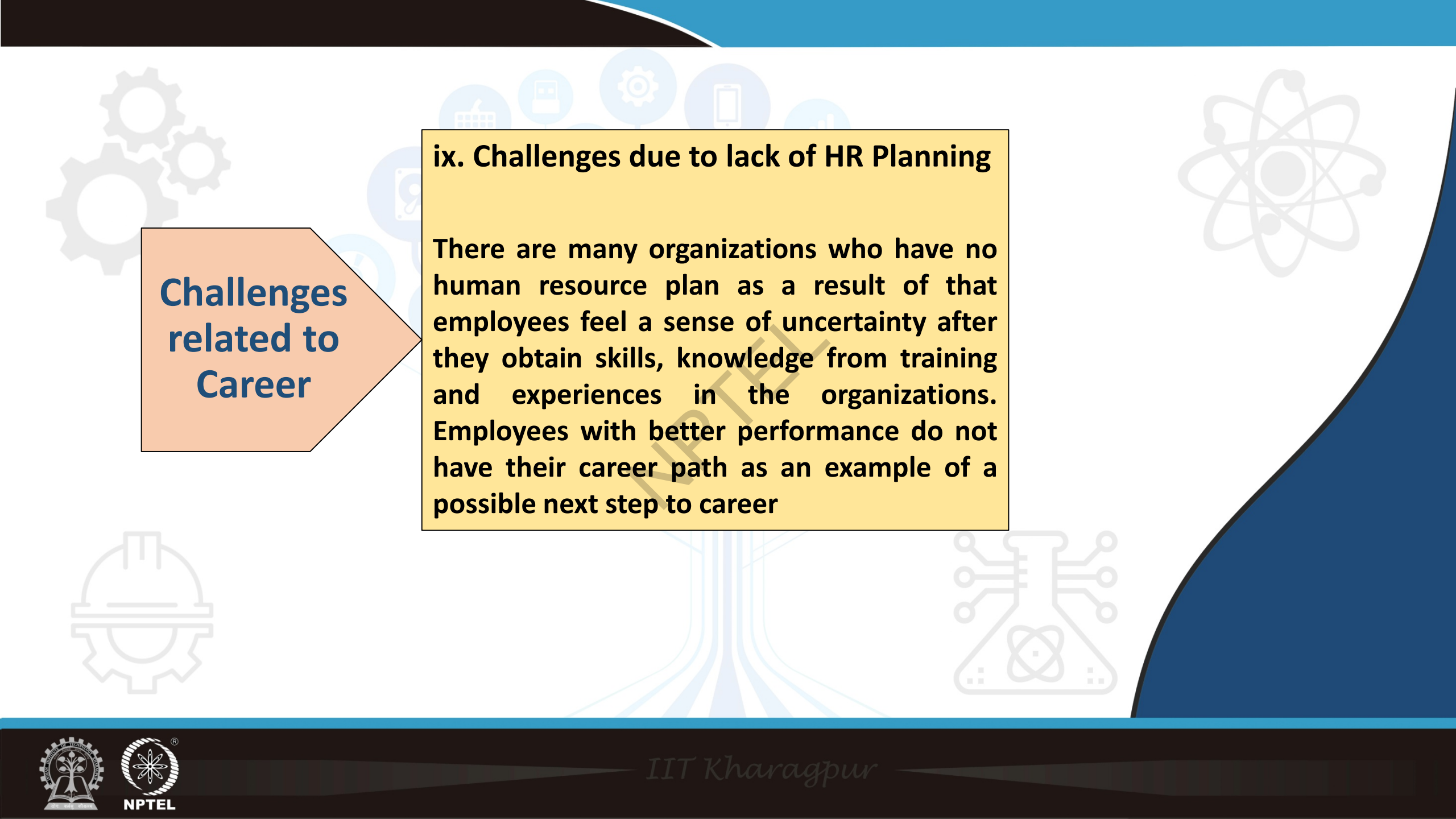
Moving from a position of authority to one in which influencing others and building alliances is a critical exercise for employees with career development.



Challenges related to Career

viii. Challenges due to lack of knowledge, expertise or training

Some jobs require specific work experience, knowledge and training skills in addition to educational knowledge. Challenges raised due to lack of appropriate training expertise or trainers to impart require skills, knowledge to meet up need for career development.



Challenges related to Career

ix. Challenges due to lack of HR Planning

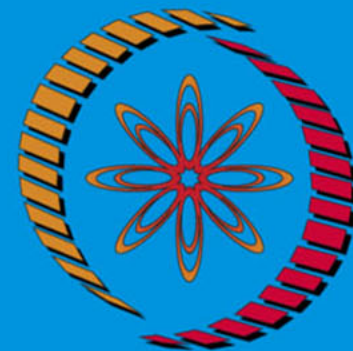
There are many organizations who have no human resource plan as a result of that employees feel a sense of uncertainty after they obtain skills, knowledge from training and experiences in the organizations. Employees with better performance do not have their career path as an example of a possible next step to career

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CONCLUSION

This part of lecture session has given clear picture on the challenges to career which may enhance the level of thinking and perception of learners on all these aspects of career challenges.



**THANK
YOU !**



NPTEL ONLINE CERTIFICATION COURSES

TRAINING AND DEVELOPMENT

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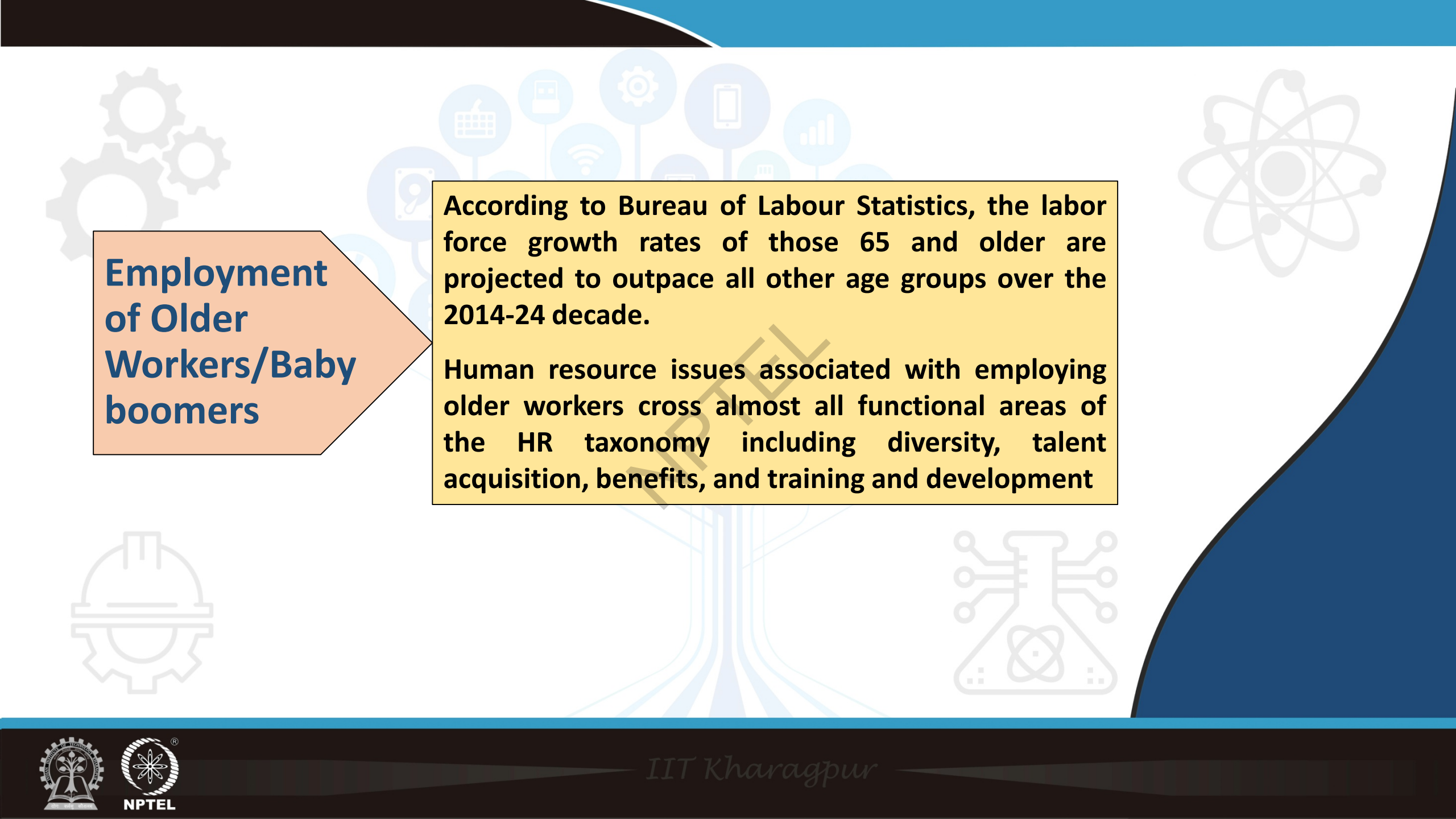
Module : 10

Lecture 50 : Meeting the Needs of Older Workers

TRAINING AND DEVELOPMENT

This lecture session will discuss on various issues relating to meeting the needs of older workers.

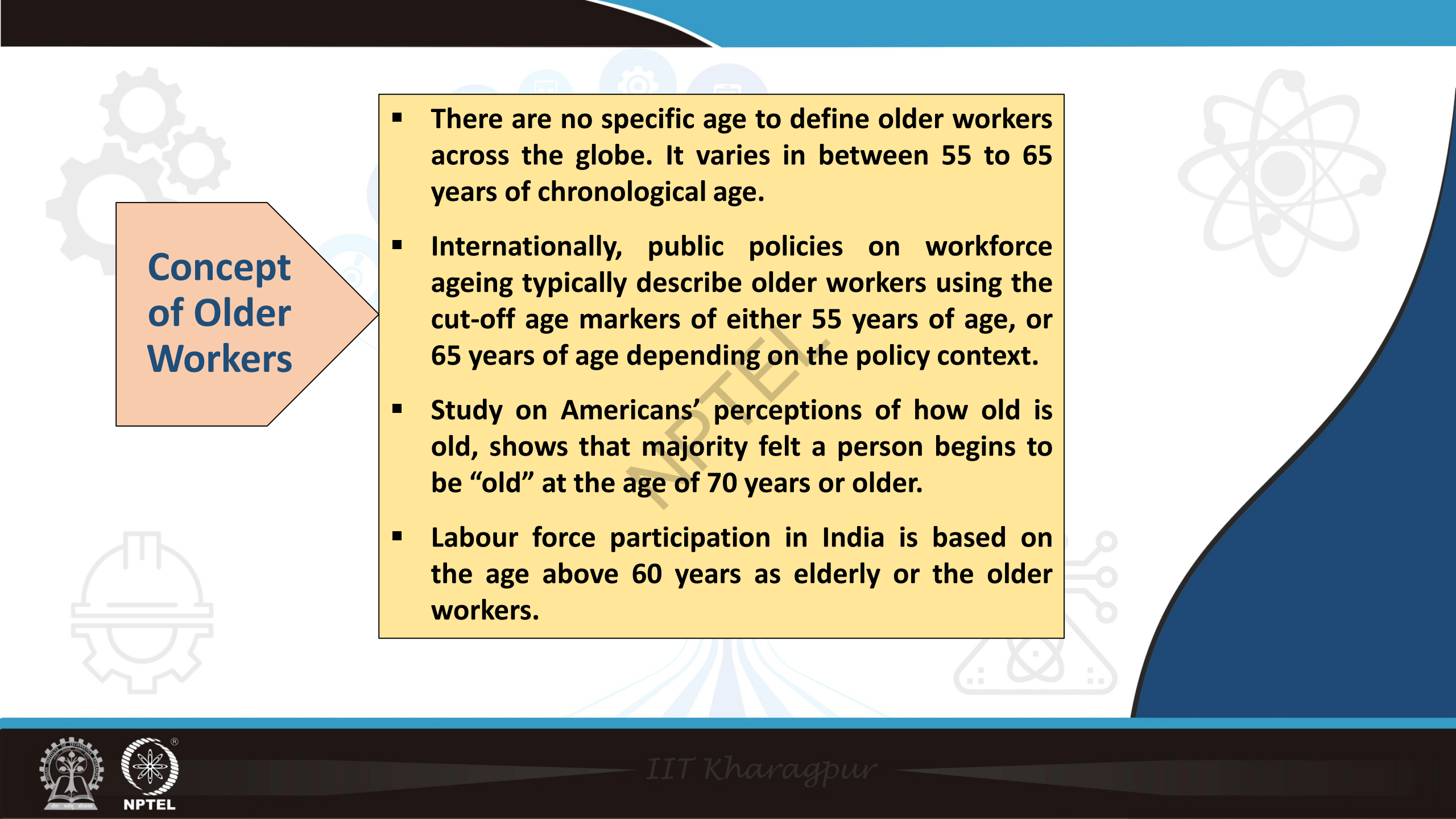




Employment of Older Workers/Baby boomers

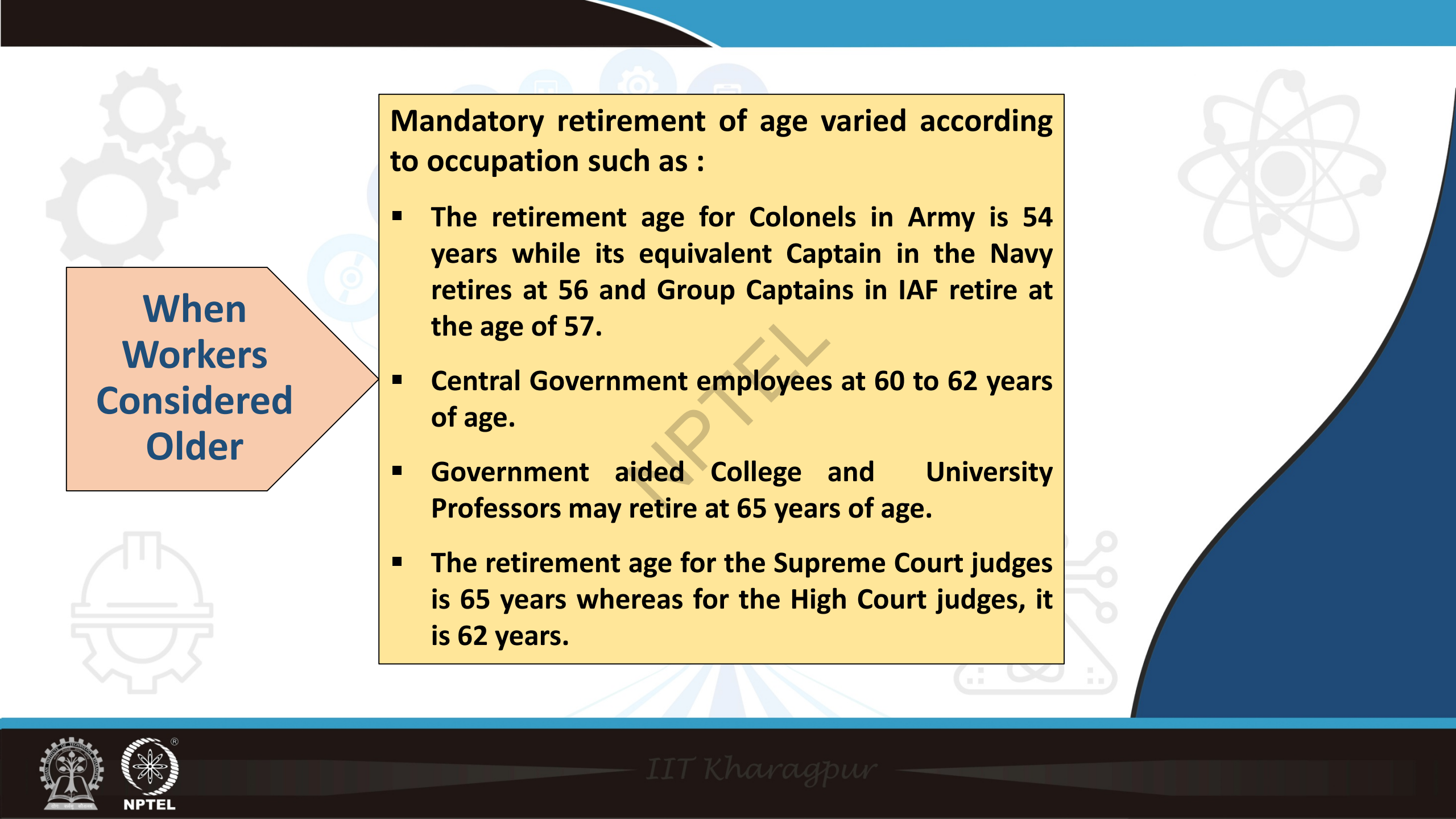
According to Bureau of Labour Statistics, the labor force growth rates of those 65 and older are projected to outpace all other age groups over the 2014-24 decade.

Human resource issues associated with employing older workers cross almost all functional areas of the HR taxonomy including diversity, talent acquisition, benefits, and training and development



Concept of Older Workers

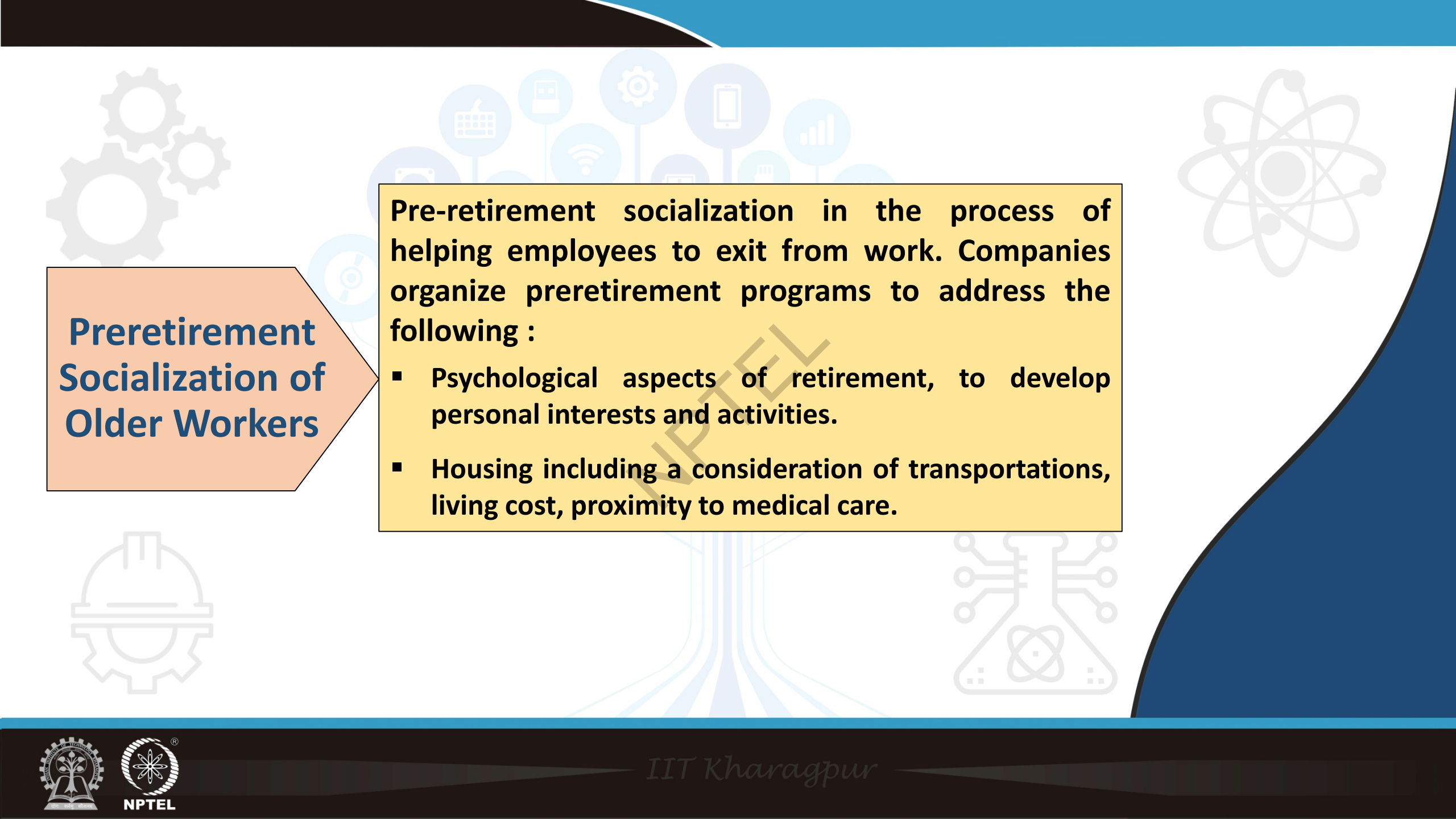
- There are no specific age to define older workers across the globe. It varies in between 55 to 65 years of chronological age.
- Internationally, public policies on workforce ageing typically describe older workers using the cut-off age markers of either 55 years of age, or 65 years of age depending on the policy context.
- Study on Americans' perceptions of how old is old, shows that majority felt a person begins to be "old" at the age of 70 years or older.
- Labour force participation in India is based on the age above 60 years as elderly or the older workers.



When Workers Considered Older

Mandatory retirement of age varied according to occupation such as :

- The retirement age for Colonels in Army is 54 years while its equivalent Captain in the Navy retires at 56 and Group Captains in IAF retire at the age of 57.
- Central Government employees at 60 to 62 years of age.
- Government aided College and University Professors may retire at 65 years of age.
- The retirement age for the Supreme Court judges is 65 years whereas for the High Court judges, it is 62 years.



Preretirement Socialization of Older Workers

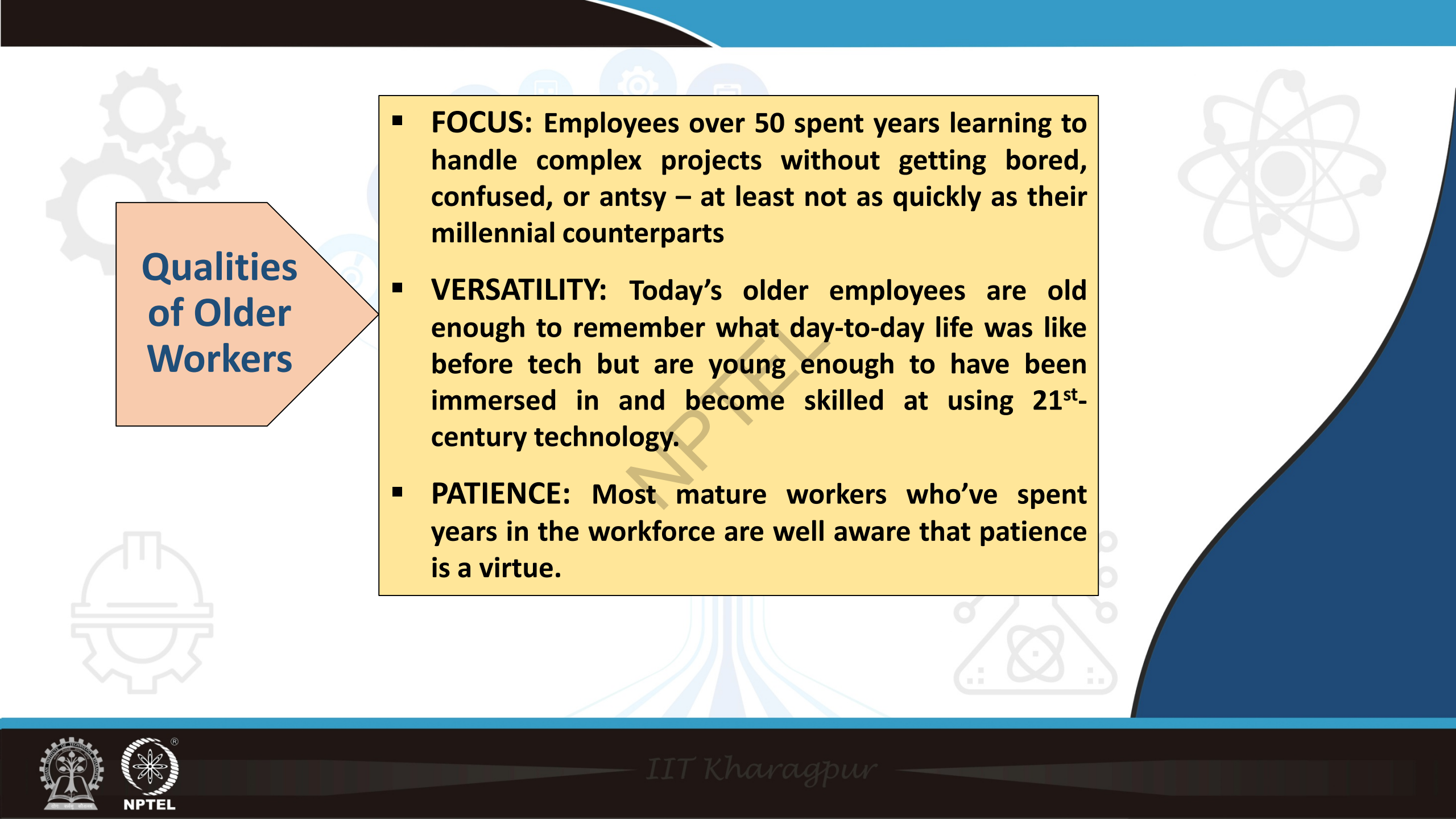
Pre-retirement socialization in the process of helping employees to exit from work. Companies organize preretirement programs to address the following :

- **Psychological aspects of retirement, to develop personal interests and activities.**
- **Housing including a consideration of transportations, living cost, proximity to medical care.**

Preretirement Socialization of Older Workers

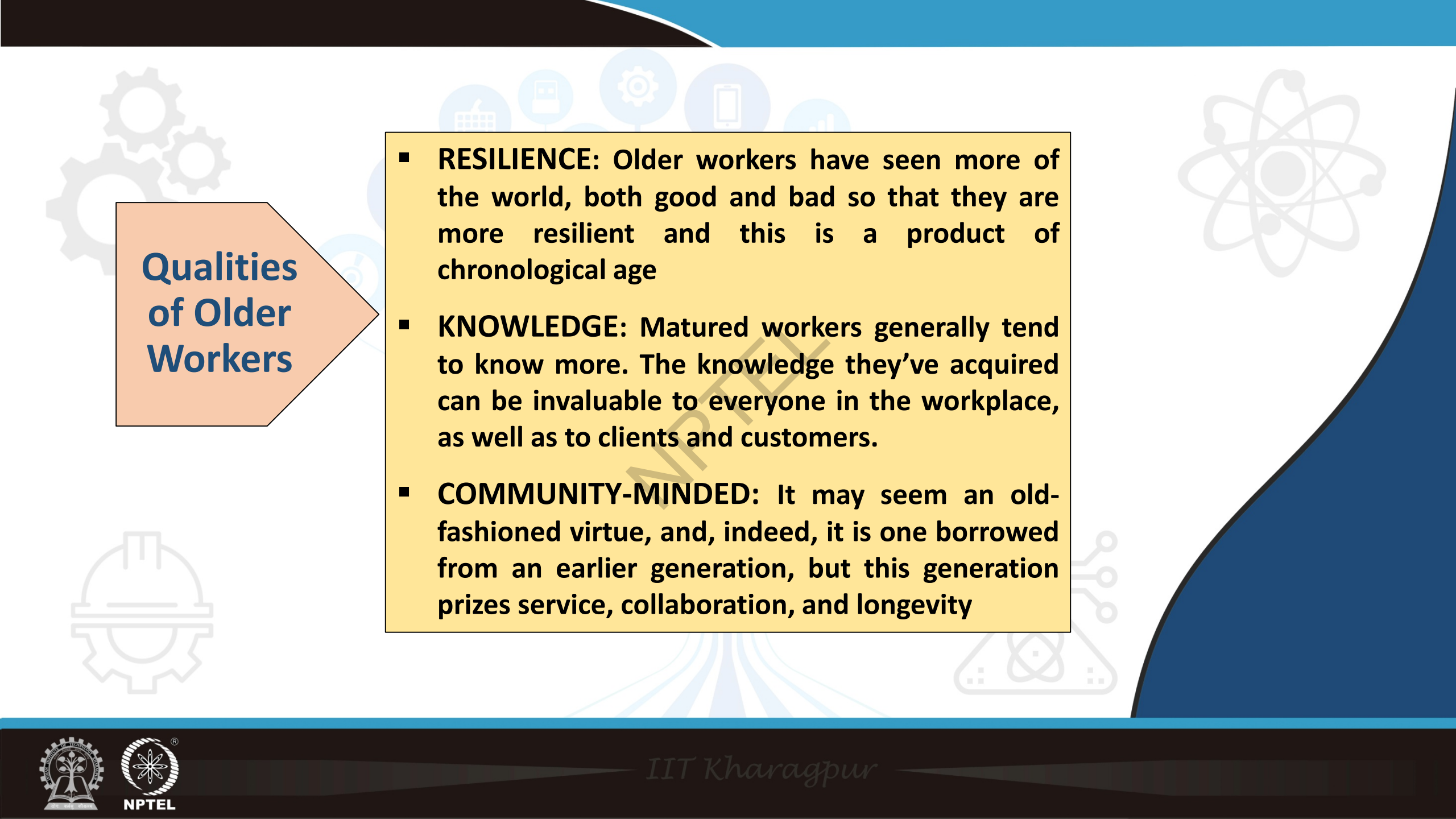
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- Health during retirement including nutrition and exercise.
- Financial Planning, insurance and investments.
- Health care plans.
- Estate planning
- The collection of benefits from company pension plans and social securities.



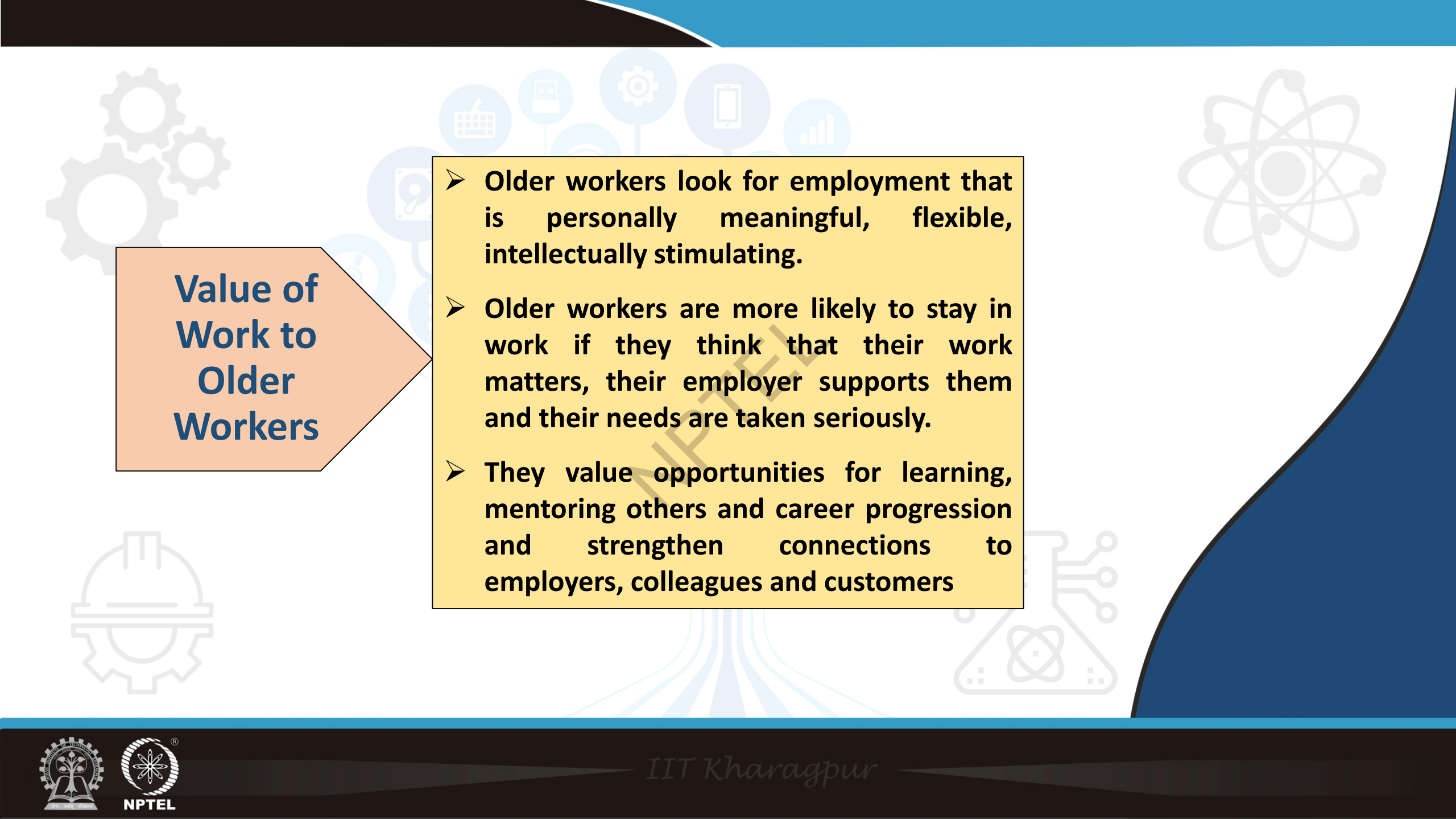
Qualities of Older Workers

- **FOCUS:** Employees over 50 spent years learning to handle complex projects without getting bored, confused, or antsy – at least not as quickly as their millennial counterparts
- **VERSATILITY:** Today's older employees are old enough to remember what day-to-day life was like before tech but are young enough to have been immersed in and become skilled at using 21st-century technology.
- **PATIENCE:** Most mature workers who've spent years in the workforce are well aware that patience is a virtue.



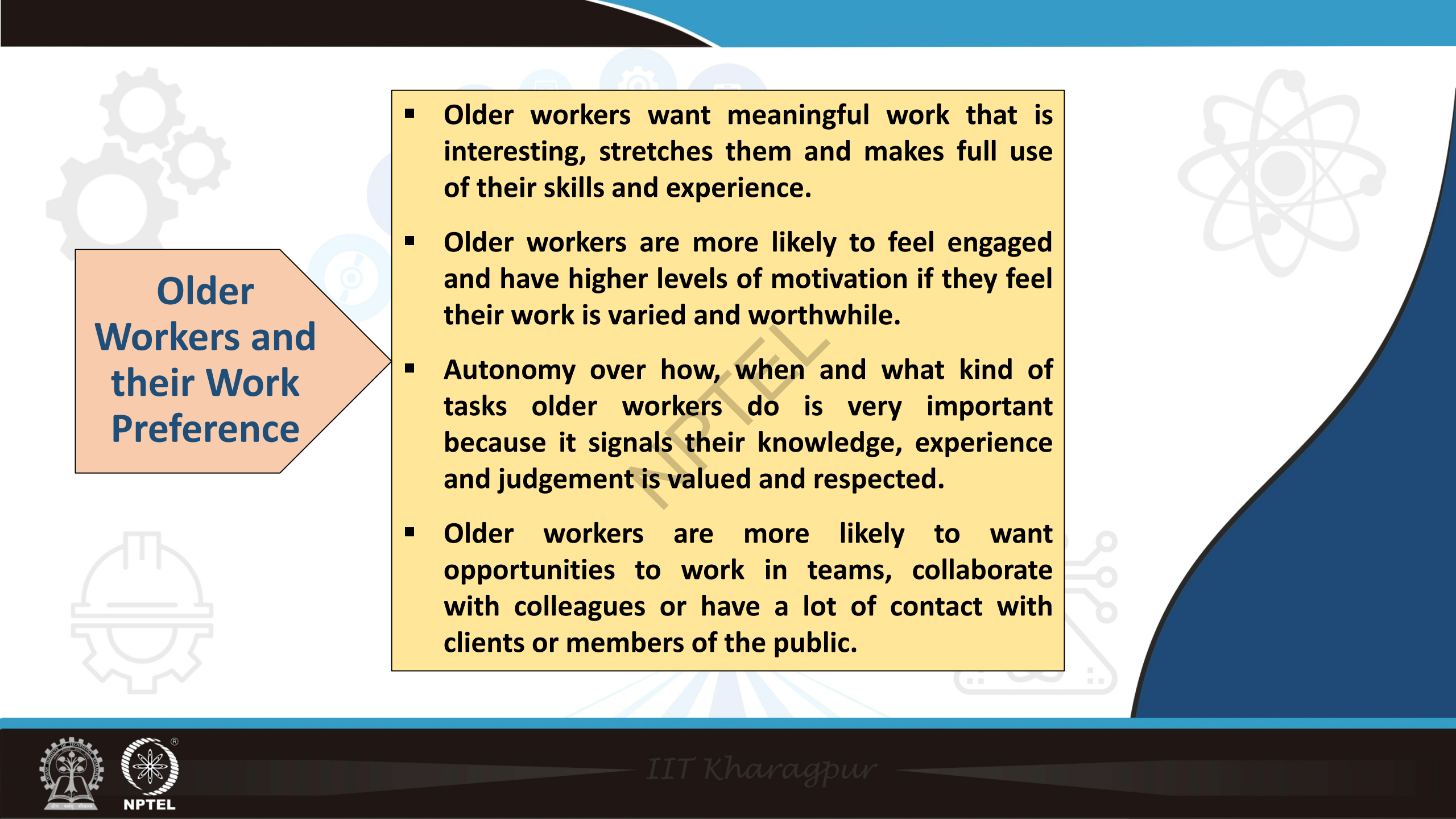
Qualities of Older Workers

- **RESILIENCE:** Older workers have seen more of the world, both good and bad so that they are more resilient and this is a product of chronological age
- **KNOWLEDGE:** Matured workers generally tend to know more. The knowledge they've acquired can be invaluable to everyone in the workplace, as well as to clients and customers.
- **COMMUNITY-MINDED:** It may seem an old-fashioned virtue, and, indeed, it is one borrowed from an earlier generation, but this generation prizes service, collaboration, and longevity



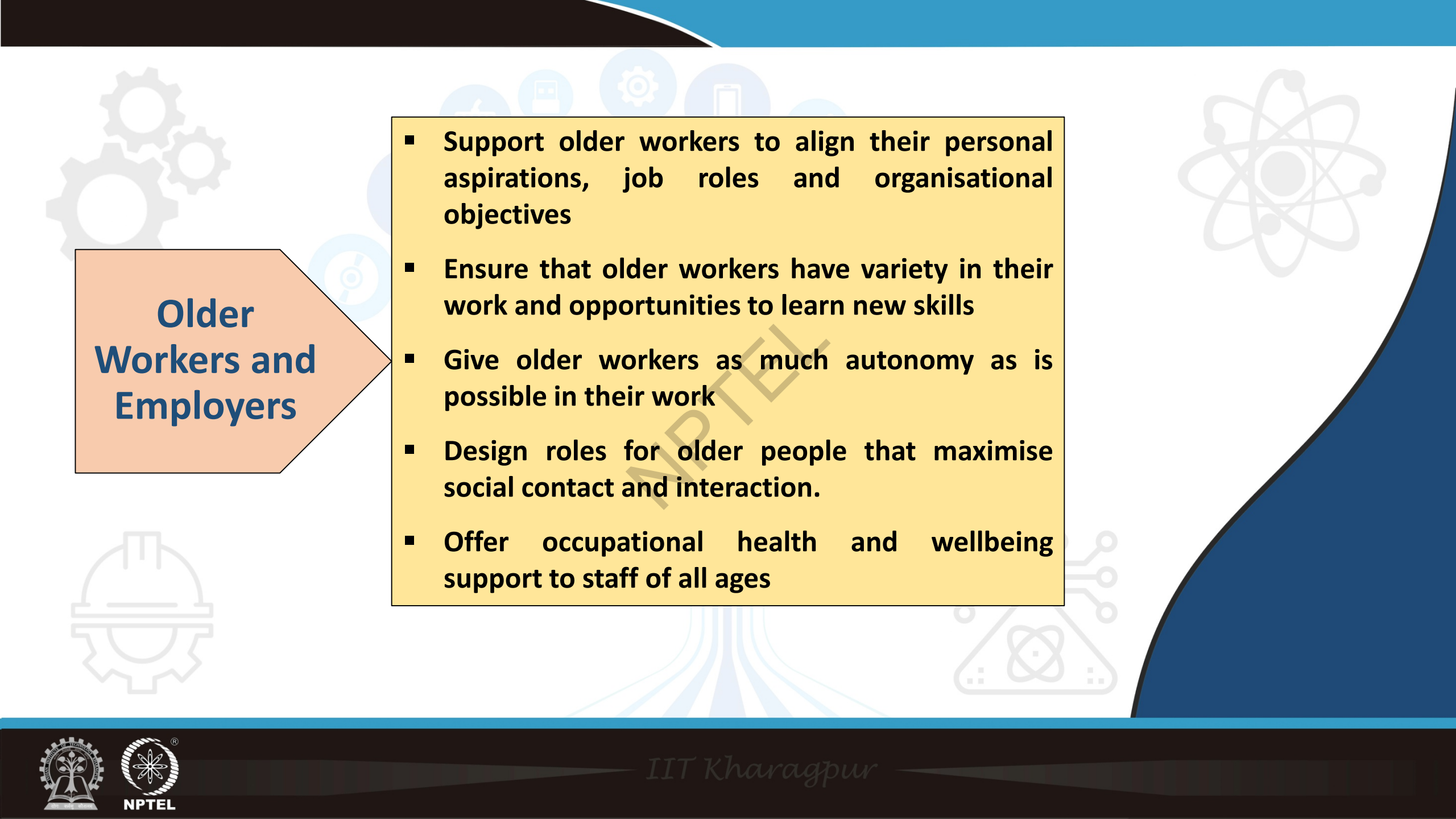
Value of Work to Older Workers

- Older workers look for employment that is personally meaningful, flexible, intellectually stimulating.
- Older workers are more likely to stay in work if they think that their work matters, their employer supports them and their needs are taken seriously.
- They value opportunities for learning, mentoring others and career progression and strengthen connections to employers, colleagues and customers



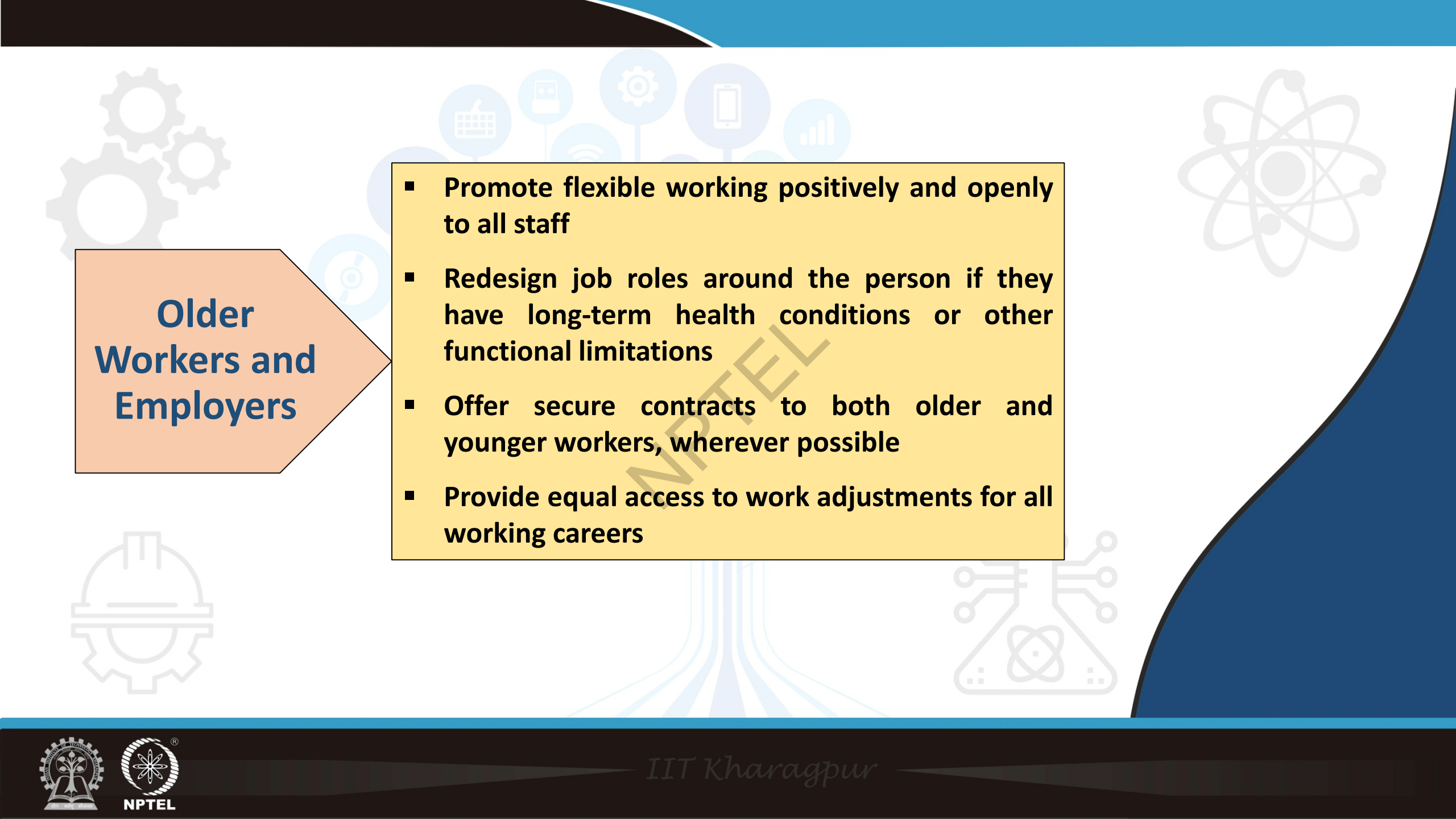
Older Workers and their Work Preference

- Older workers want meaningful work that is interesting, stretches them and makes full use of their skills and experience.
- Older workers are more likely to feel engaged and have higher levels of motivation if they feel their work is varied and worthwhile.
- Autonomy over how, when and what kind of tasks older workers do is very important because it signals their knowledge, experience and judgement is valued and respected.
- Older workers are more likely to want opportunities to work in teams, collaborate with colleagues or have a lot of contact with clients or members of the public.



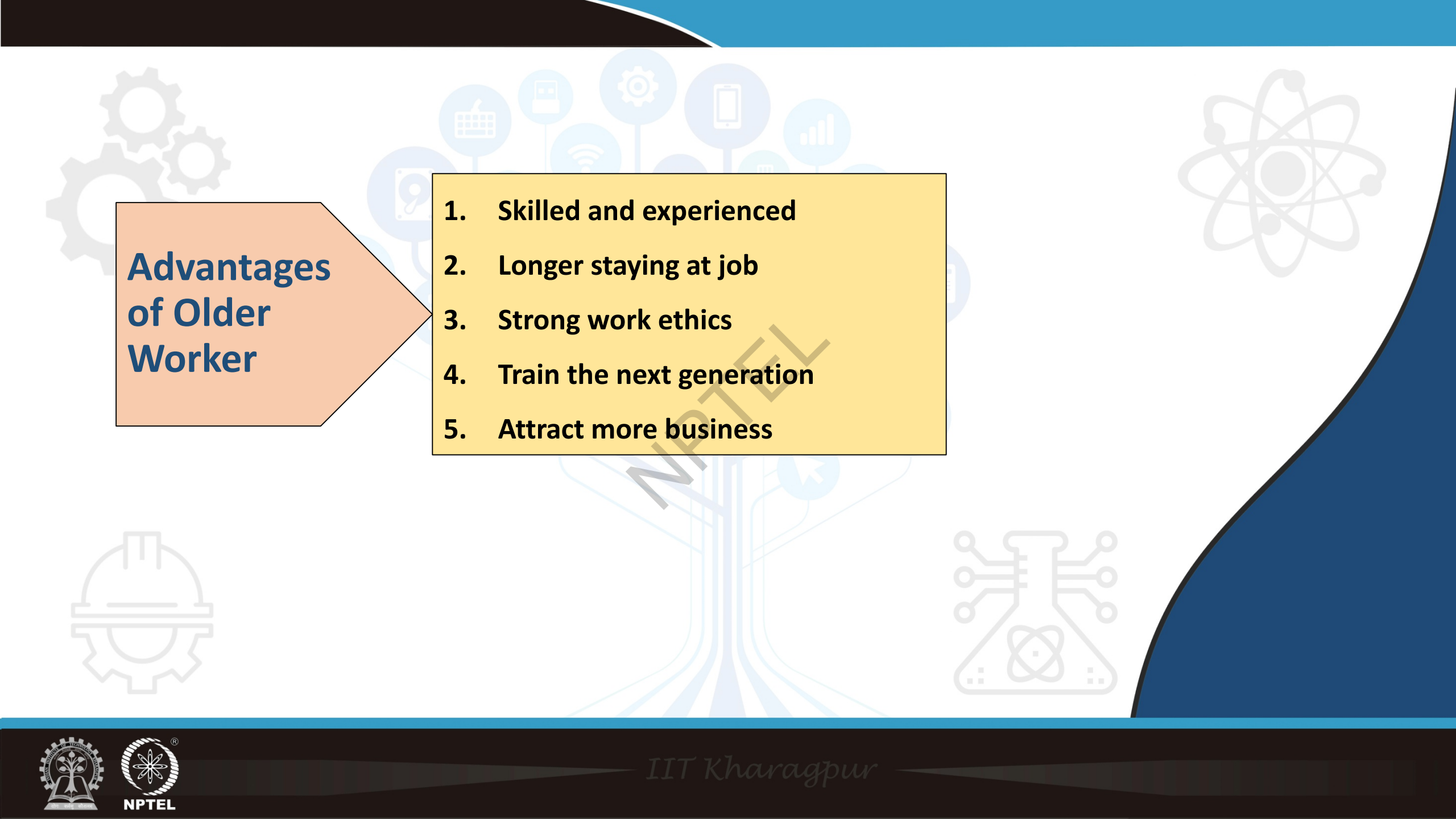
Older Workers and Employers

- Support older workers to align their personal aspirations, job roles and organisational objectives
- Ensure that older workers have variety in their work and opportunities to learn new skills
- Give older workers as much autonomy as is possible in their work
- Design roles for older people that maximise social contact and interaction.
- Offer occupational health and wellbeing support to staff of all ages



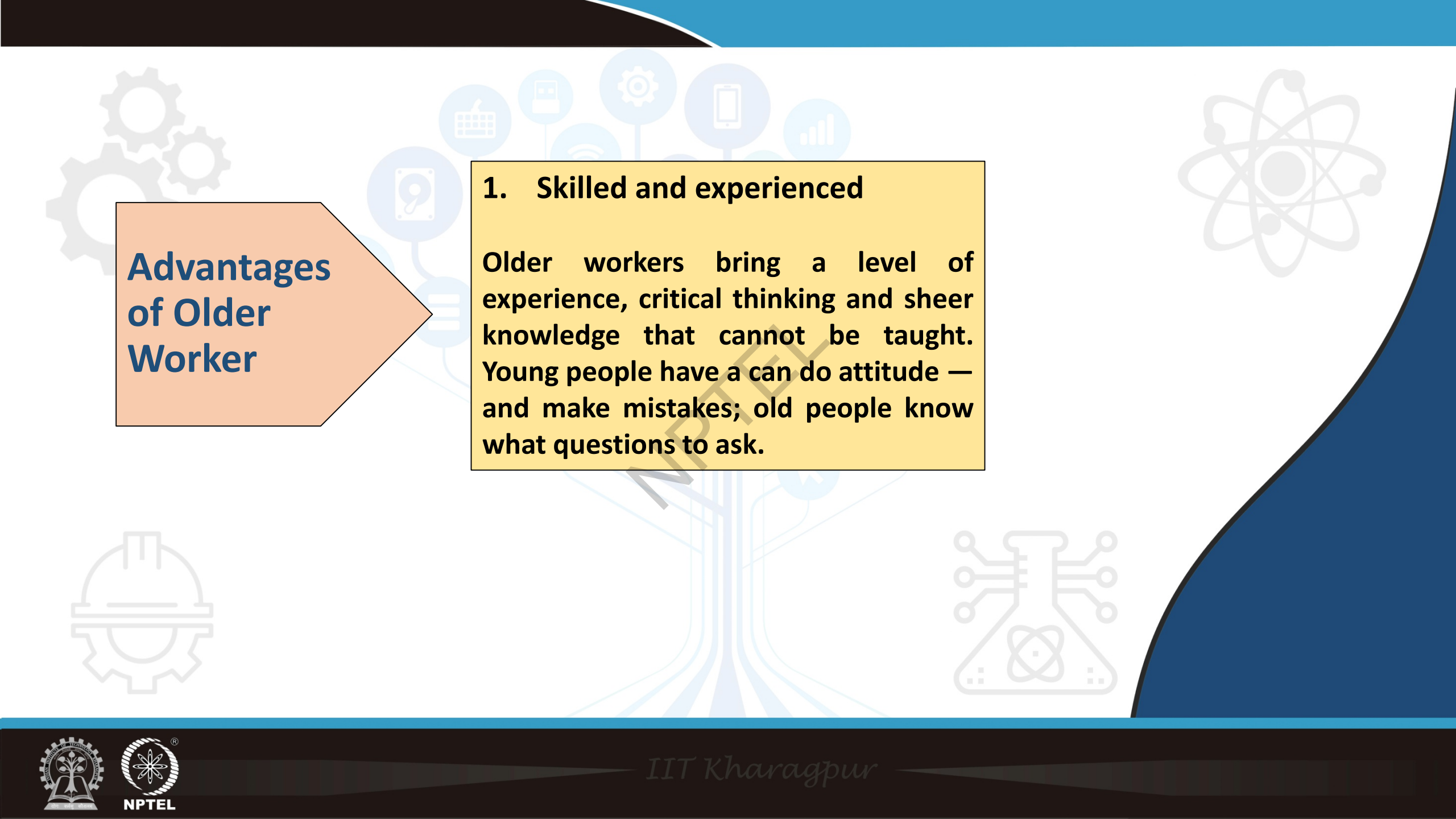
Older Workers and Employers

- Promote flexible working positively and openly to all staff
- Redesign job roles around the person if they have long-term health conditions or other functional limitations
- Offer secure contracts to both older and younger workers, wherever possible
- Provide equal access to work adjustments for all working careers



Advantages of Older Worker

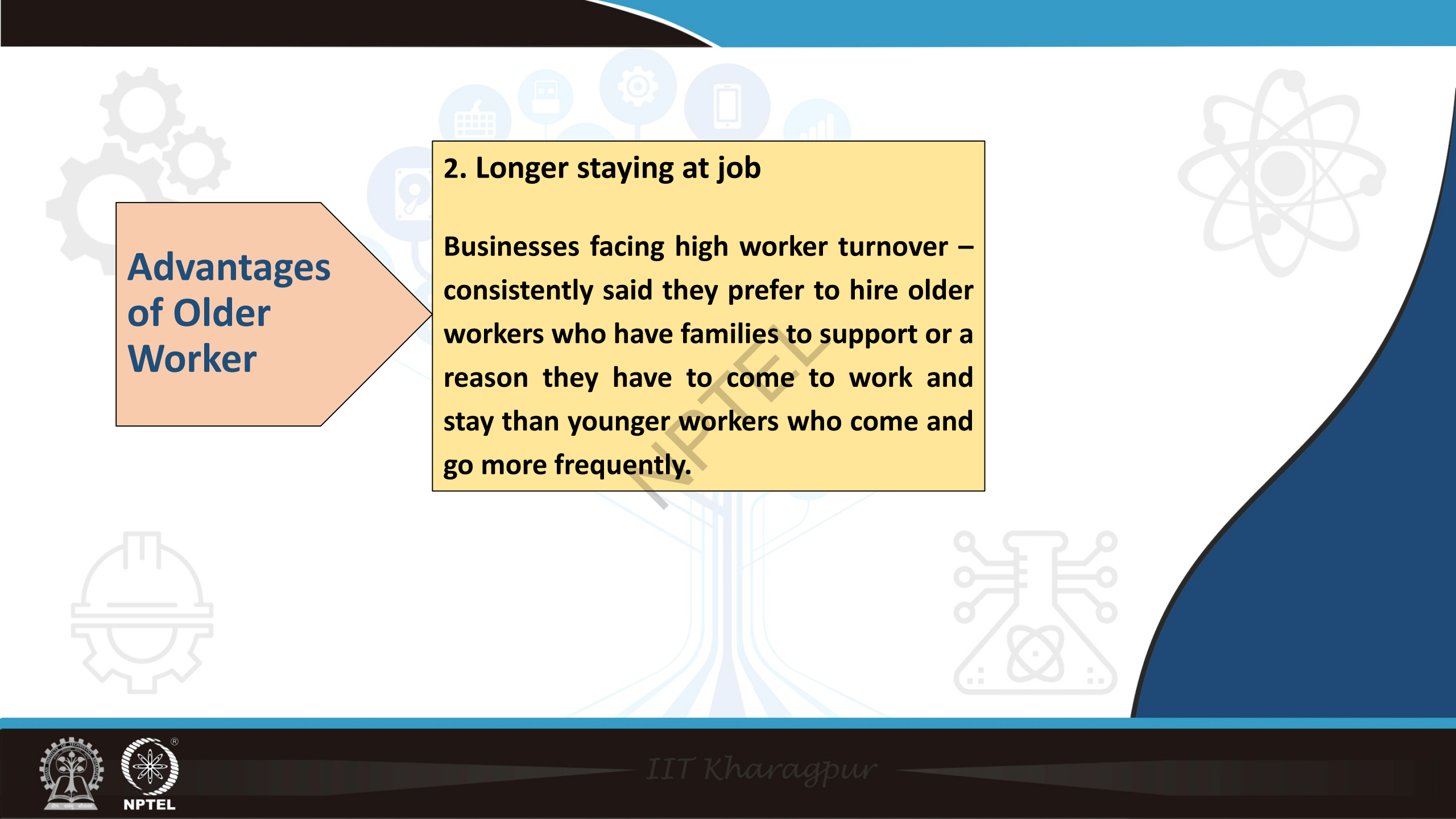
1. Skilled and experienced
2. Longer staying at job
3. Strong work ethics
4. Train the next generation
5. Attract more business



Advantages of Older Worker

1. Skilled and experienced

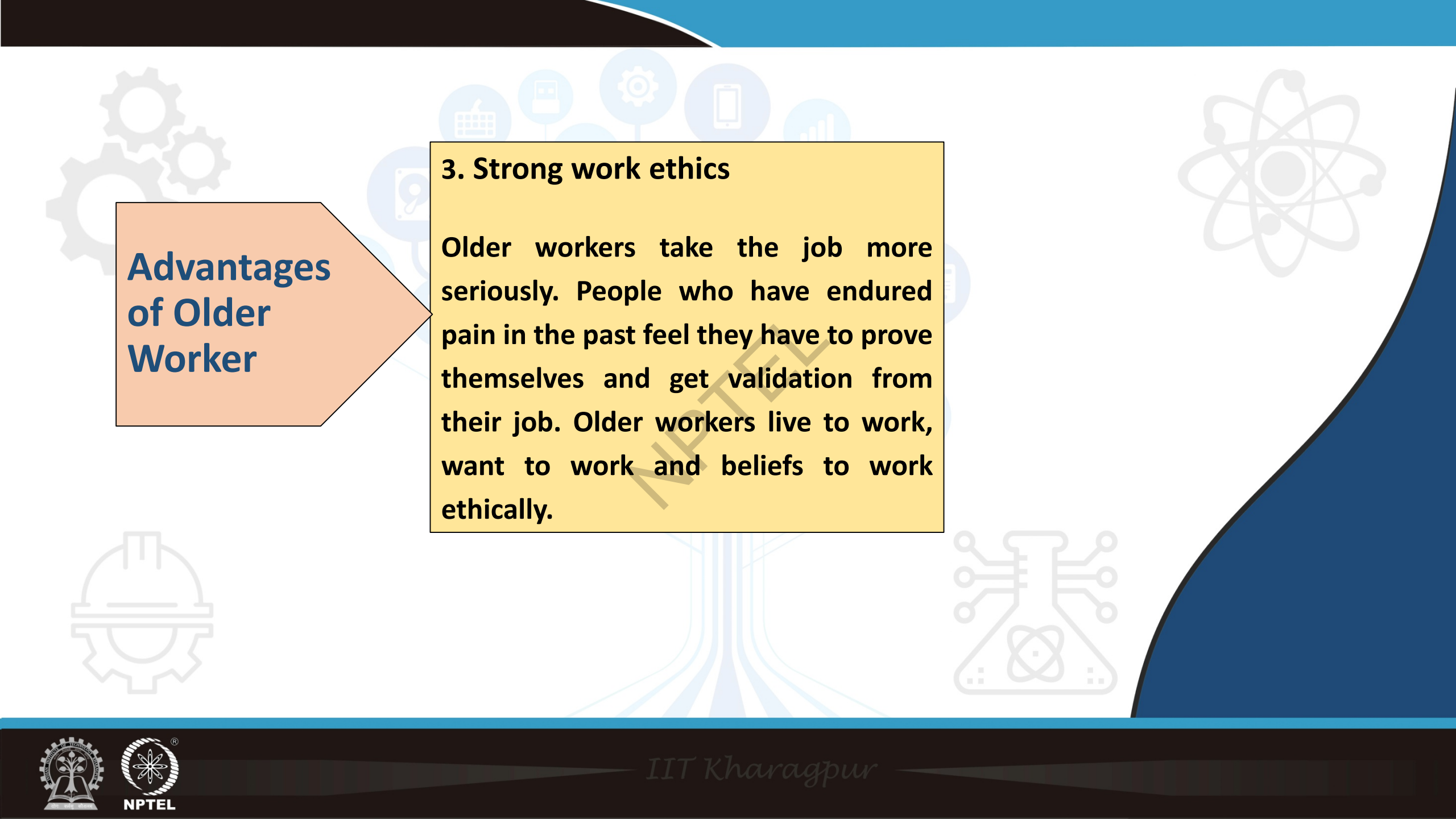
Older workers bring a level of experience, critical thinking and sheer knowledge that cannot be taught. Young people have a can do attitude — and make mistakes; old people know what questions to ask.



Advantages of Older Worker

2. Longer staying at job

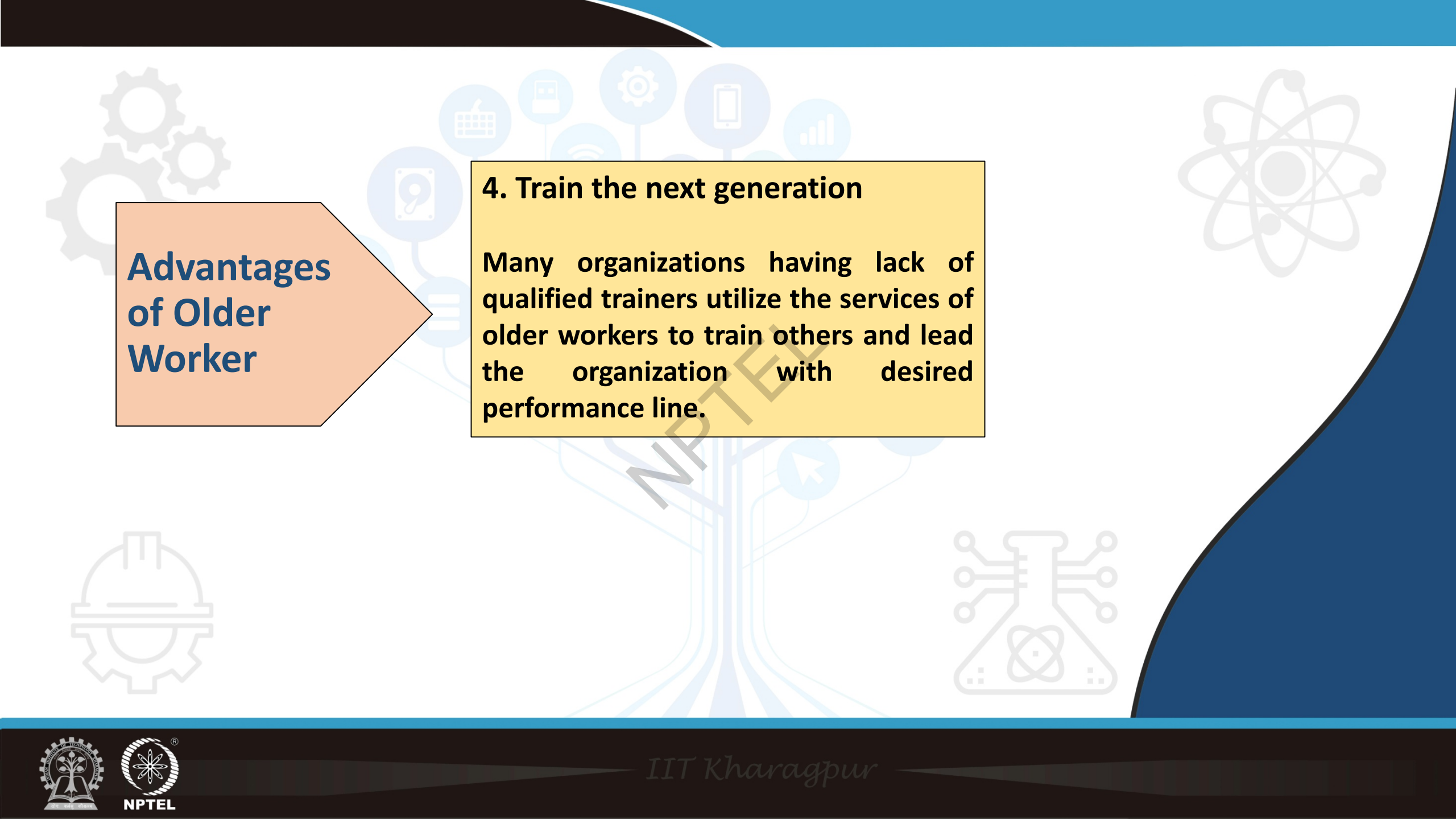
Businesses facing high worker turnover – consistently said they prefer to hire older workers who have families to support or a reason they have to come to work and stay than younger workers who come and go more frequently.



Advantages of Older Worker

3. Strong work ethics

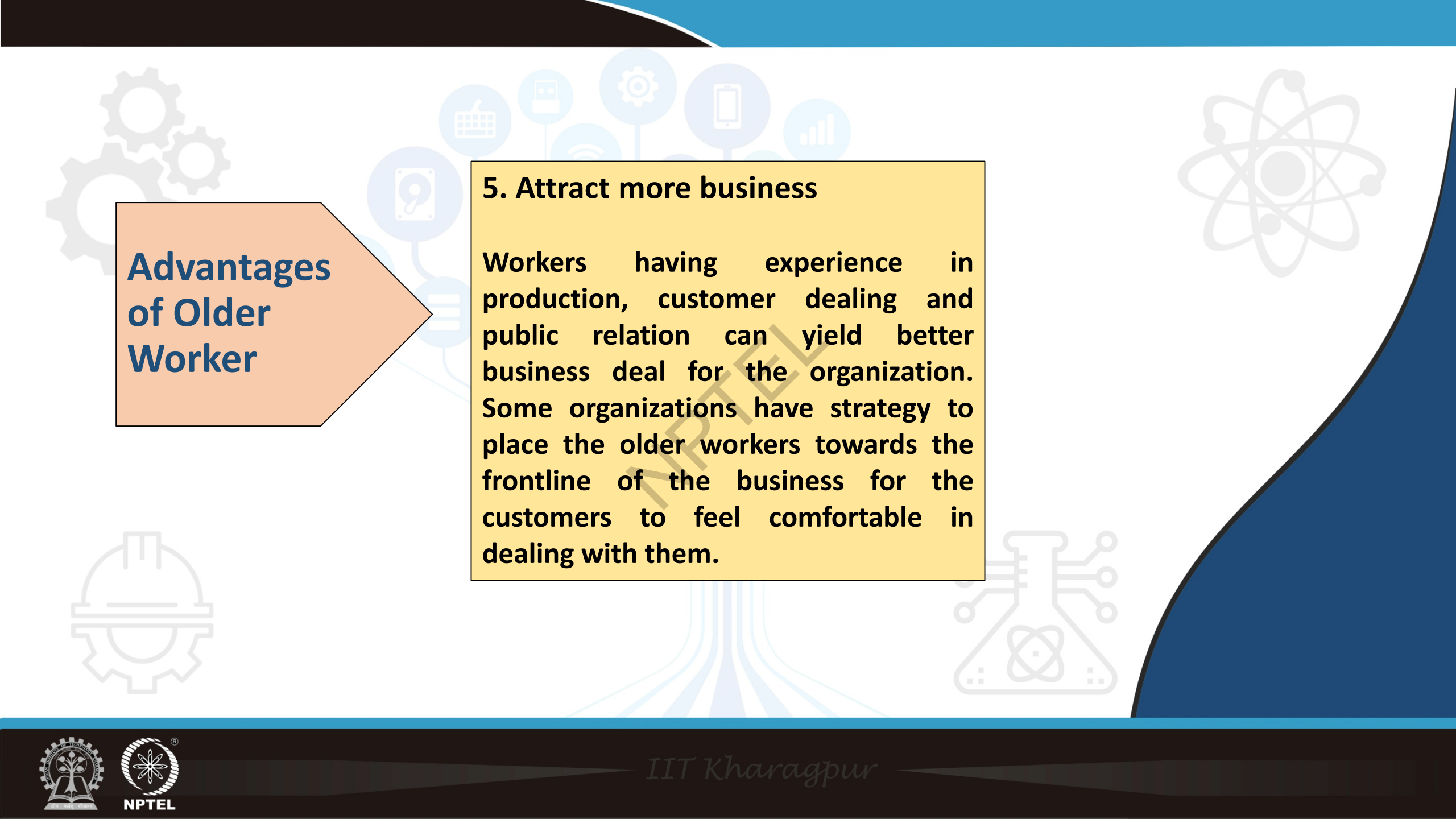
Older workers take the job more seriously. People who have endured pain in the past feel they have to prove themselves and get validation from their job. Older workers live to work, want to work and believe to work ethically.



Advantages of Older Worker

4. Train the next generation

Many organizations having lack of qualified trainers utilize the services of older workers to train others and lead the organization with desired performance line.



Advantages of Older Worker

5. Attract more business

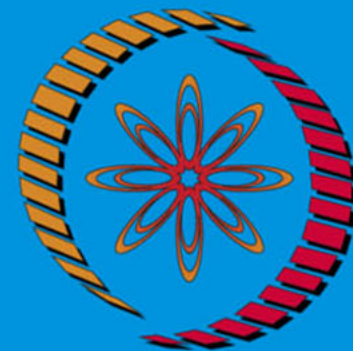
Workers having experience in production, customer dealing and public relation can yield better business deal for the organization. Some organizations have strategy to place the older workers towards the frontline of the business for the customers to feel comfortable in dealing with them.

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CONCLUSION

This part of lecture session has given clear picture on meeting the needs of older workers with an aim to make all learners aware about it and enhance their level of thinking and perception on all these aspects of older workers.



**THANK
YOU !**