# Course Details

- Unit 1- Introduction
- Unit 2- Human Resource Planning
- Unit 3- Job Analysis & Design
- Unit 4- Employee Recruitment & Selection
- Unit 5- Training & Development
- Unit 6- Performance Appraisal
- Unit 7- Reward Management
- Unit 8- Employee Grievances & Disciplines
- Unit 9- Labor Relations & Labor Regulations in Nepal

# Unit 5 Training & Development

Concept and needs of HR training and development

Training needs assessment.

HR training: Objectives and methods (on-the-job and off-the-job).

Evaluation of training program.

Management development: Concept, objectives and methods (on-the-job and off-the-job).

Career planning and development.

Mentoring and counseling; Training and development practices in Nepalese organization.

# <u>Learning</u>

Learning is a continuous interaction between individual and the particular social environment in which he/she function. In the other words, learning is concerned with an increase in knowledge or expansion of existing skills.



**<u>Stephen P. Robbins</u>**

"Learning is any relatively permanent change in behavior that occurs as a result of experience."

# Learning

Learning is an enduring change in behavior through practice, training or experience which can be affect by different factors:

**Self Participation**

**Self Efficiency**

**Proper Feedback**

**Practice, Practice and Practice**

# Learning Components

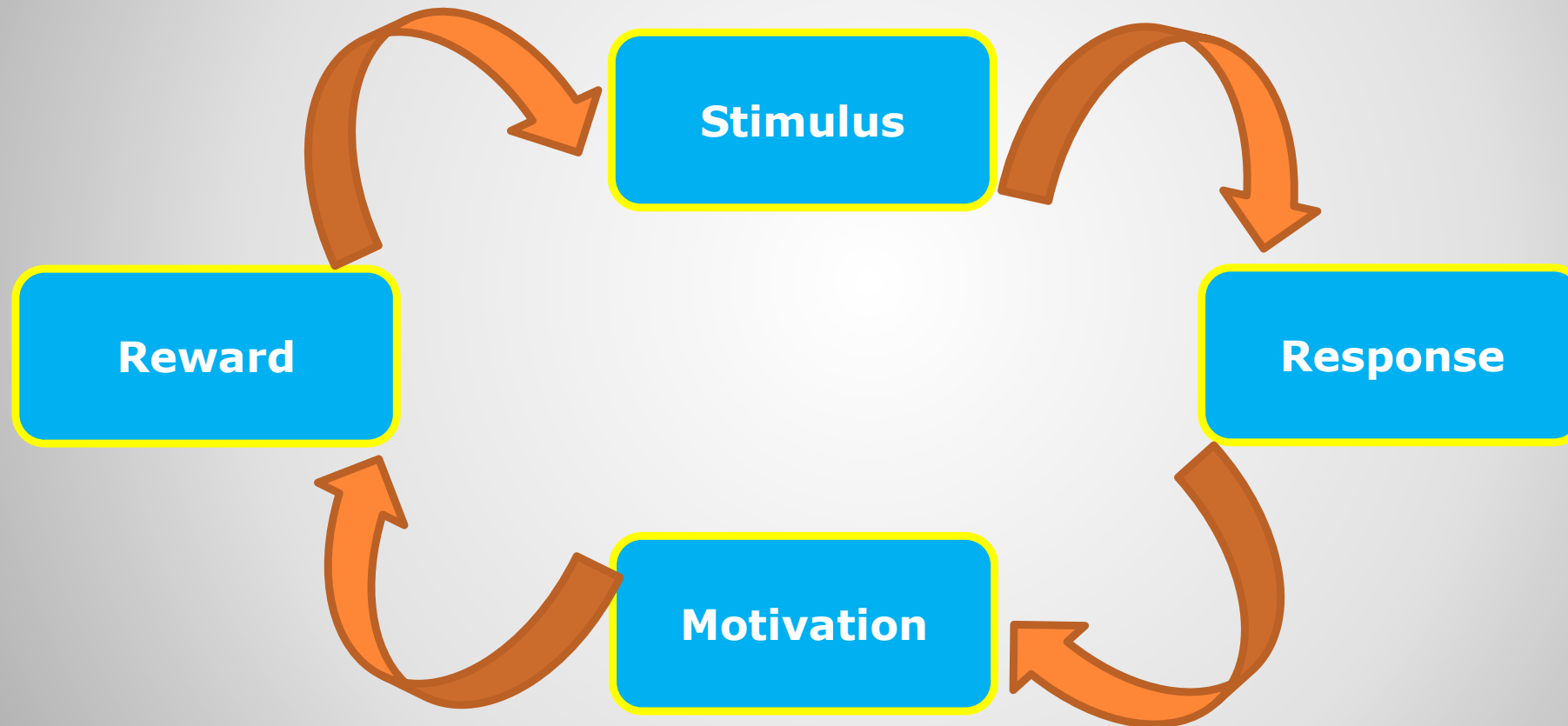Learning is the key to developing skills and potential of employees.



- Change
- Permanency
- Behavior
- Experience

# Process of Learning

# Significance of Learning

To understand and predict behavior of people at work.

To manage and work in diversity.

To adapt to the change in technology.

Total quality management

To facilitate organizational change and development.

# Training Vs. Development

| | **Training** | **Development** |
|---|---|---|
| **Focus** | Learn specific behaviors and actions; demonstrate techniques and processes. | Understand information concepts, context; develop judgmental capability, expand capacities for assignments. |
| **Time Frame** | Shorter term | Longer term |
| **Effective Measures** | Performance appraisals, cost/benefits analysis passing tests or certification. | Qualified people available when needed; promotion from within possible; HR based competitive advantage. |

# Training

Training is an act of increasing the knowledge and skills of an employee for doing a specific job. E.g. Trainee acquired new skills, technical knowledge, problem solving ability etc.

Training improves the performance of employees in the training process.
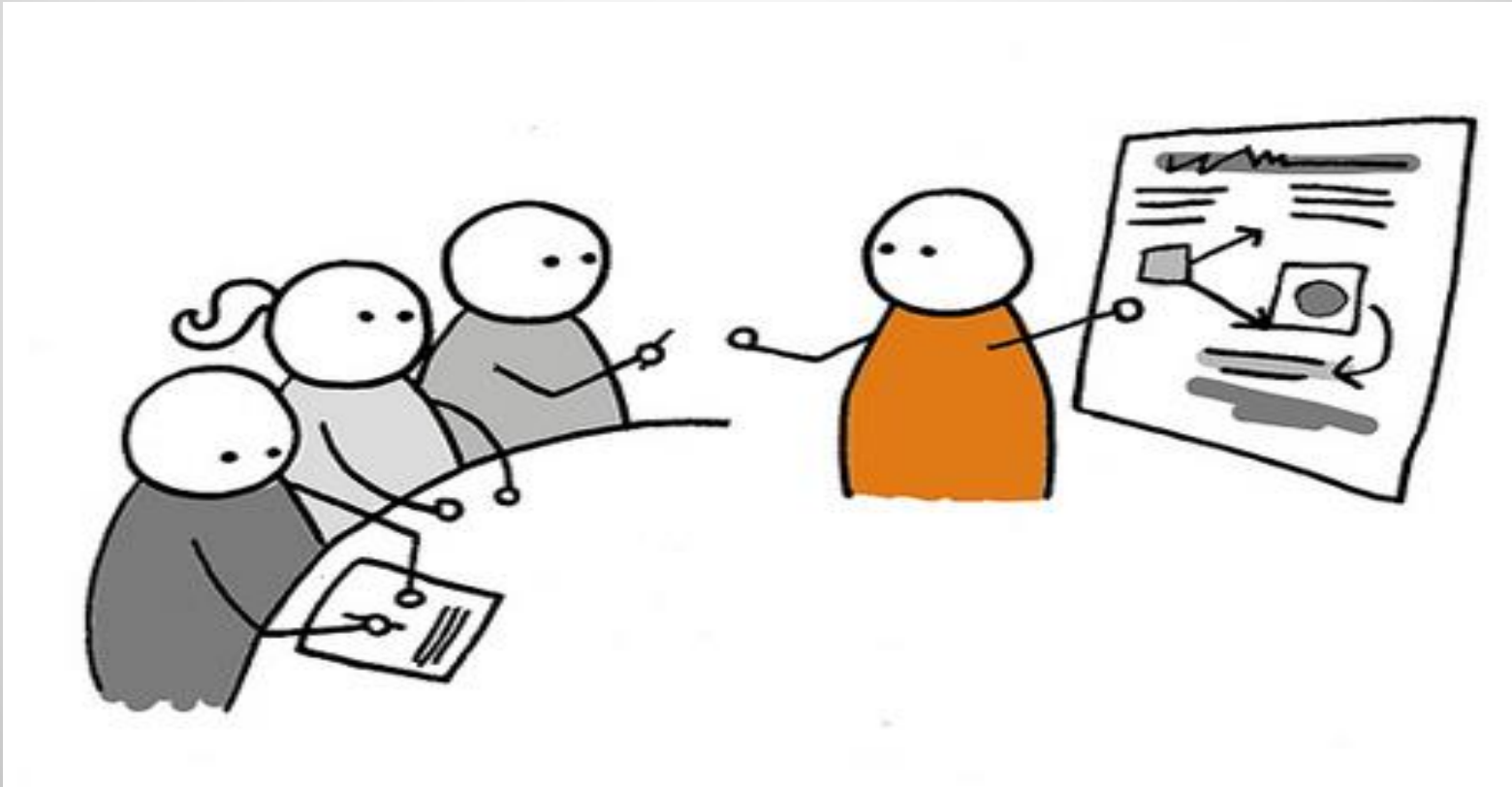


**I Hear, I Forget**



**I See, I Remember**



**I Do, I Understand**

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# Training

Training is the process of providing the ideas, knowledge and methodology to the staffs to fit in the job requirements. In other words, training is a learning experience, which relatively change an individual behavior that will improve his/her ability to perform the job.



*Thus training is a technique to upgrade employees 'skills and knowledge to work in a changed work process and position and to fit-in in it.*

# Training

**DeCenzo and Robbins:**

"Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve his or her ability to perform on the job."

**Schuler:**

"Employee training and development is any attempt to improve current or future employee performance by increasing, through learning, an employee's ability to perform, usually by increasing his or her skills and knowledge."

**Casio:**

"Training consists of planned programs designed to improve performance at individual, group and/or organizational levels."

# Training Needs

*Normally, the demand for a training programme arises to cope with the following work situations:*

Deterioration in employees performances.

Changes in the prevailing technology and work procedure.

For employee promotion and management succession in a higher level position.

For increasing productivity and effectiveness of certain units of operation.

# Training

**Characteristics:**
Job oriented
Short term
Management initiated
Skills
Remedial/Corrective

**Benefits:**
Competency development
Productivity improvement
Better communication
Change management
Improved labour relations
Career development
Reduce supervisory burden

**Objectives:**
Update capabilities
Develop healthy attitudes
Socialization
Develop future potential
Improve productivity

# Development

Development is a future oriented training focusing on personal growth of the employees.
It is systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose.



**DeCenzo and Robbins:**
"Human resource development is concerned with preparing employees to work effectively and efficiently in the organization."

**T.V. Rao:**
"HRD aims at developing a variety of competencies of employees and developing a culture in the organization to utilize these competencies and contribute to organizational growth."

# Development

HRD is a process for developing human competencies through organized learning experiences to improve productive contribution of people for achieving goals.

**HRD is about two things:**

1. Training:
    Training seeks to improve ability to perform current jobs. It is skill-oriented. It is generally given to operative employee. They do not supervise the activities of others. It is remedial/corrective in nature.

2. Management Development:
    Management development seeks to improve potential of managers to handle present and future challenges and responsibilities. It is education-oriented. It is given to managerial employees who supervise the activities of others. It is also called Executive Development.

# Features of HRD

HRD assumes that every organization is learning organization, therefore it needs to be engaged in activities like training and development, career planning, performance management in order to improve bottom line performance.

| | |
|---|---|
| **Human Focus** | Concerned only with human elements. |
| **Learning Experience** | Through training and education. |
| **Time-bound** | A week to six months. |
| **Competence** | Enhance employee competencies. |
| **Performance** | Improve job performance. |
| **Mechanisms** | Training, management development, career planning and development, performance appraisal, and employee welfare. |
| **Culture** | Develops an organizational culture. |

# HRD Needs

HRD is important in an organization which needs to be developed continuously to achieve organizational goals efficiently and effectively.

Provide career development opportunities

Implement performance management practices

Provide training and development opportunities

Increase employee commitment on the job

Improve quality of work life

Ensure availability of capable and committed manpower

11/8/2020 7:28 PM

# Training Need Assessment

Training Need

Job Requirement

Employee Capabilities

# Training Need Assessment

Job Requirements **Minus** Employee Capabilities **Equals** **=** Training Need

# Level of Training Need Assessment

**Organizational Level**

**Task Level**

**Individual Level**

The focus of training needs determination at this level is the organization as a whole. The assessment of training needs is done to determine the problem areas where training is needed.

**Training needs at organizational level can be created by:**

•Projected growth and expansion through mergers, acquisitions, diversification, new ventures etc.

•Change in environment, objectives, strategies, structure, technology etc.

•Change in products and productivity.

•High absenteeism, turnover, reject rate and accidents.

•Employee mobility due to promotion, transfer, death, resignation etc.

# Level of Training Need Assessment

**Organizational Level**

**Task Level**

**Individual Level**

The focus of needs determination at this level is the requirements of the job. It is based on job analysis.

**Training needs at task level can be created by:**

• Job redesign, task relocation, new jobs.

• Changes in work methods, processes and procedures.

• Upgrading of job functions.

• Changes in performance standards to assess results.

# Level of Training Need Assessment

**Organizational Level**
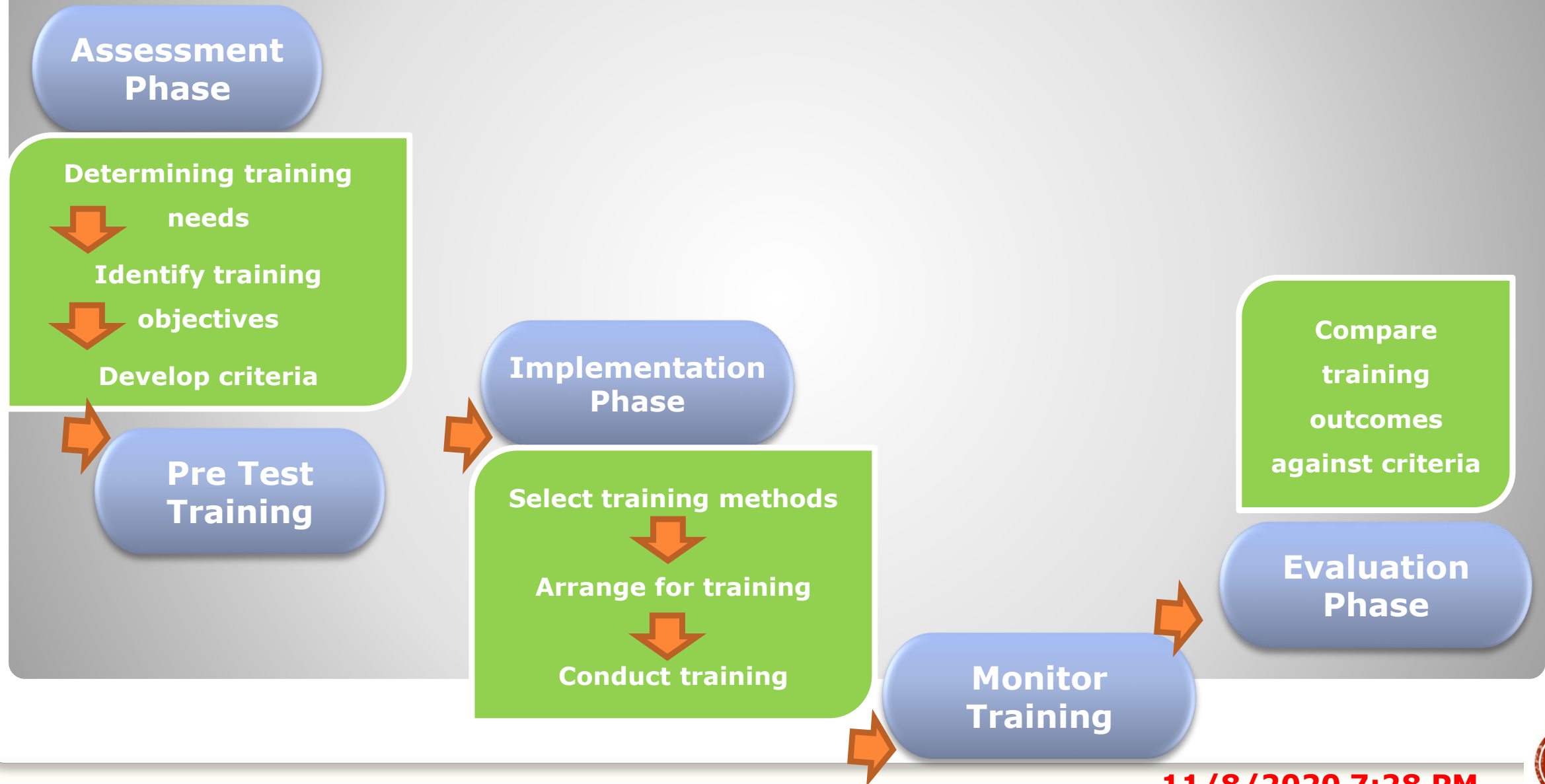
**Task Level**

**Individual Level**

The focus of needs determination at this level is the requirements of individual employee. It identifies who needs training in what and how long. It is based on performance analysis. This level is important for assessing needs because individual employees are the targets for training.

**Training need at individual level can be created by:**

•Changes in human resources plans, policies and practices.

•Changes in technology.

•Changes in job description and job specifications.

•Skill deficiencies on the job indicated by performance evaluation.

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# A system approach to training

**Assessment Phase**

Determining training needs

↓

Identify training objectives

↓

Develop criteria

→

**Pre Test Training**

→

**Implementation Phase**

Select training methods

↓

Arrange for training

↓

Conduct training

→

**Monitor Training**

→

**Compare training outcomes against criteria**

**Evaluation Phase**

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# Methods of determining training needs

**Training Needs Survey**

**Management Audit**

**Training Needs**

**Supervisory Recommendations**

**Task Analysis**

**Performance Analysis**

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# Methods of determining training needs



**Management Audit**

Environmental Assessment: PEST

Objectives, strategies and structure

# Methods of determining training needs

Collect task-related information

Establish performance standards for each task

Determine training needs for effective task performance

# Methods of determining training needs

**a. Organizational performance analysis**

- Goal achievement
- Production performance
- Quality control
- Sales performance
- Costs
- Absenteeism and labour turnover rates and trends
- Accident rates and their frequency.
- Grievance reports and their reasons.

**b. Employee performance analysis**

- Employee performance appraisal reviews
- Career planning discussions
- Exit interviews
- Performance tests

Performance Analysis Method

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# Methods of determining training needs

**The supervisor sees and guides the employee on a daily basis as he has first hand knowledge about:**

Realities of work situation.

Performance standards for the job.

Present knowledge and skills of the employees.

Desired knowledge and skills to perform the job.

# Methods of determining training needs

**a. Individual Survey**

Questionnaire

Interview

**b. Group Survey**

Focus group discussion

Brainstorming

**c. Competency Survey**

Delphi technique

Conferences

Training Need Survey Method

11/8/2020 7:28 PM

# Training Methods

On The Job Training

Off The Job Training

# Training Methods

**On The Job Training**

**"Learning while working"**

It is a training method which is given to the employees while they are conducting their regular work at their own job place .

This method provides trainees with the knowledge and materials required by the job.

This training is well suited to train many employees in clerical positions, production shop floor and worker in manual and repetitive jobs.

On the job training includes:

a. Apprenticeship training

b. Job instruction training (JIT)

c. Internship

# Training Methods

**On The Job Training**

**"Learning while working"**

a. **Apprenticeship training:**

It is a structured process by which people become skilled workers though a combination of classroom instruction and on-the-job-training.

On the job experience under the guidance of a skilled and certified workers.

It is widely used to train individual for many occupations like electrician, plumber, iron-workers etc.

The trainee is paid less than fully qualified workers.

# Training Methods

**On The Job Training**

**"Learning while working"**

## b. Job Instruction Training:

JIT is step by step training program, under which each job basic task along with key point is listed. The steps show what is to be done and the key points show how it is to be done and why. The four basic steps of JIT are:

- Training preparation: Preparing the trainees by telling them about the job and overcoming uncertainties.
- Presentation: Presenting the instruction, giving essential information in a clear manner.
- Practice: Having the trainee's tryout the job to demonstrate their understanding.
- Followup: Placing the workers into the job, on their own, with a designated resource person to call upon when they need assistance.

# Training Methods

**On The Job Training**

**"Learning while working"**

**c. Internship Training:**

It is provided to professional and technical personnel.

The goal is to combine practical experience with theoretical knowledge.

The trainee is interned in organizations for a specified period and works as an employee.

Students of technical and management subjects generally undergo internship training.

With the help of internships a trainee will have opportunity to get "real world" exposure, a further addition of qualification in the bio-data and a chance to examine a possible employer closely.

# Training Methods

## Advantages of On The Job Training

It is relatively inexpensive that off the job training.

Trainees learn by doing and get quick feedback on their performance.

Employees can begin to contribute to the production process while undergoing the training.

It is a very simple method and employees experience the real job situation.

The trainee is motivated and productive. They can get first hand experience on the actual equipment and materials. They learns by actually doing the job.

Multi-skilling is possible during training.

## Disadvantages of On The Job Training

Chances of damage to equipment during the training period.

Scrap rate and reject rate of the products may high.

Service quality to customer may be affected when a new employee in the training period provides services.

Low productivity.

11/8/2020 7:28 PM

# Training Methods

**Off The Job Training**

**Employees are taken away from their place of work to be trained.**

It is the training organize outside the worksite and usually based on classroom and assumes to remove the work-stress and achieve effective learning.

These methods of training programs are organized outside the real job situation.

**Off the job training methods are:**

a. Lecture or conference method

b. Videotapes and films

c. Simulation exercises

- Experiential exercise

- Computer modeling

- Vestibule training

- Programmed instruction

# Training Methods

**Off The Job Training**

**a. Lecture or conference method**

A lecture or talk given by the trainer before a group to convey information is an efficient method of reaching large numbers of trainees in a short time.

The trainer discusses theoretical aspects of information related to job.

The effectiveness of this programme will be to maximize the chances for exchanging ideas and views between trainer and trainees.

It is oral communication of specific information by instructor to trainees.

# Training Methods



**Off The Job Training**

## b. Video tapes and flims

Motion picture can be used for providing training to the workers.

Usually it is used with conference discussion to clarify and enlarge those points that are basic requirement and key point/activities for job performance.

Films and tapes provide a live work situation, which is not possible though other training methods.

However, the effectiveness of the method depends on how closely such films are related to the specific learning objectives.

# Training Methods

## c. Simulation exercises

Any training activity that explicitly places the trainees in an artificial environment that closely mirrors actual working condition can be considered a simulation. It includes:

- Experiential exercise
- Computer modeling
- Vestibule training
- Programmed instruction

# Training Methods

**Off The Job Training**

## c. Simulation exercises

- Experiential exercise

It is usually short, structured learning experiences where individual learn by doing.

E.g. managing conflict in an organization:

An artificial conflict situation is created and employees have to deal with it, and develop a resolution for it. After completing the exercise, the facilitator discusses what happen and introduce theoretical concept to help explain the members' behavior during the exercise.

# Training Methods

**Off The Job Training**

## c. Simulation exercises

- Computer modeling

Complex computer modeling

stimulates the work environment

by programming a computer to imitate some of the realities of the job. It is widely used

by airlines in the training of pilots. An error during a simulation offers an opportunity to

learn through one's mistake.

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# Training Methods

**Off The Job Training**

## c. Simulation exercises

• Vestibule training

In vestibule training, employee learns their job on the equipment they will be using, but the training is conducted away form the actual work-floor.

Using, the vestibule lab that stimulated the actual workplace environment is created, under which, the trainees train.

It allows employees to get full feel for doing task without "real world" pressure.

# Training Methods

**Off The Job Training**

## c. Simulation exercises

• Programmed instruction

Under this technique, the program to be learned is highly organized with logical sequences that require the trainee to response and giving the learner immediate feedback on the accuracy of his/her answer. It is the step by process that follows steps:

Presenting questions, facts or problems to the learners.

Allowing the person to respond.

Providing feedback on the accuracy of the answers.

# Training Methods

## Advantages of Off The Job Training

Large number of employees can be trained through this method.

The trainee will learn without the work-pressure of the job.

Costly errors and injuries can be avoided during training.

Relatively less time is required as in on the job training.

## Disadvantages of Off The Job Training

Due to large number of trainee, specific job need of the trainee may not be fulfilled.

Due to lack of real working places, there may be low degree of involvement by employees, both mentally and physically.

It is not useful for developing interpersonal skills.

It is relatively costly than on the job training.

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# Evaluation of Training Program- Methods

Test-retest method

Pre-post performance method

Experimental control group

Observation method

Trainee surveys

Cost effectiveness analysis

11/8/2020 7:28 PM

# Evaluation of Training Program- Methods

## Test-retest method

It is finding the changes in the participants during the pre and post training periods brought about by the training programme.

Participations are once evaluated prior to the beginning of the training programme about their expectations regarding the training programme.

As soon as the training programme is completed, they are again tested to know their final reactions regarding its success.

## Pre-post performance method

Participants are first rated before the training programme and rated after the training programme.

# Evaluation of Training Program- Methods

## Experimental-control group method

Experimental Group: There are clear instructions and guidelines at work.

Control Group: The group have no clear instructions and guidelines to perform the job.

Using this method, if the performance of the experimental group is significantly greater than those of control group, the training can be considered as successful.

## Observation method

Observation by trained experts during delivery of training programmes. Observation can be done on:

1. Trainee performance in actual work situations. On-The-Job
2. Trainee participation in discussion, role play, case study, interpersonal contacts etc. Off-The-Job

# Evaluation of Training Program- Methods

## Trainee Survey

Direct questioning are asked to trainees to gather their reactions about training performance after the end of training by filling up a form.

## Cost effectiveness analysis

It assess total value of benefits against total costs of training. The training is effective if benefits exceed costs.

# Evaluating Training Program- Process

**Develop evaluation criteria**

Participants reaction, changes in participants knowledge/skills, changes in participants attitudes, changes in job performance and organizational performance.

**Pre-test trainees**

Finding the level of knowledge, abilities and skills of the participants.

**Monitor training**

Continuous monitoring over the implementation of training programme.

**Evaluation of training**

Evaluation of participants regarding the potential benefits, transfer of knowledge, quality of resource persons, the training venue and other environmental factors that are to be improve in the next training package.

**Evaluate transfer**

This includes an evaluation of the transfer of knowledge, skills, abilities and other characteristics among the trainees.

**Feedback**

Based on the assessment of criteria and responses of training participants, the HR expert can learn about the overall success, benefits and limitations of a training programme.

# Criteria for Evaluating Training Effectiveness

Reaction Criteria

Training Effective Criteria

Result Criteria

Learning Criteria

Behavior Criteria

# Management Development

Management development is any attempt to improve managerial performance by knowledge, changing attitude or increasing skills.

In other words, it is a systematic process which prepares managers to handle present and future responsibilities.

Management development is given to managerial employees who supervise the activities of others.

It develops managerial potential by increasing conceptual, interpersonal and decision making skills.

It develops managerial capability to manage effectively.

It is also known as executive development.

# Management Development

**DeCenzo and Robbins**

*"Management development is future-oriented training, focusing on personal growth of the employee.*

**Gary Dessler**

*"Management development is any attempt to improve current or future management performance by imparting knowledge, changing attitudes or increasing skills."*

- Management development is future oriented.

- Its target are managers .

- It is predominantly an education processes for developing managerial potential.

- The emphasis of management development is on handling of situations, people and problems.

- It is largely a process of self-development.

# Features of Management Development

**Management development is the process of enhancing one's ability to overcome the environmental managerial challenges that is encountered by an organizational setting.**

**Features:**

It focuses on future responsibilities. It is growth-oriented.

It is a long-term on-going educational process.

Its target are managerial employees.

It develops potential through conceptual, interpersonal, technical and decision making skills.

It is proactive to future needs.

It is employee initiated and management facilitated.

# Objectives of Management Development

**Management development is the process by which managers learn and improve their management skills.**

**Objectives:**

Increase the productivity and effectiveness of managers.

Assist the organizational to identify its future leaders and accelerate their upward mobility.

Enable organization to produce the number of competent manager to anticipate growth needs.

Encourage self-development and increases ability of managers to take greater responsibility.

Enhancing managerial job satisfaction.

Encourages the climate of participative management where individual and the organization can mutually set performance goals and measurement techniques.

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# Techniques/Methods of Management Development

**Management Development**

**On-the-job methods**

- Coaching
- Job rotation
- Understudy assignment
- Multiple management programme

**Off-the-job methods**

- Lecture/seminar/education
- Simulation
- Behavior modeling
- Sensitivity training
- Transactional analysis

# Techniques/Methods of Management Development

**On-the-job methods**

- Coaching
- Job rotation
- Understudy assignment
- Multiple management programme

**Coaching**: It is actively guiding managers by their experienced immediate supervisors. The coach gives the guidance through direction advice, criticism and suggestions. Learners learn as they go along with the coaching to solve managerial problems.

**Job Rotation**: It involves shifting managers from one job to another on a systematic basis in order to broaden their experience. It can be horizontal or lateral job transfer. The change in responsibilities, their knowledge and skills can be increased by moving managers between departments.

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# Techniques/Methods of Management Development

**On-the-job methods**

- Coaching
- Job rotation
- Understudy assignment
- Multiple management programme

**Understudy assignment**: Trainee mangers are given staff posts under an experienced manager with "Assistant to" title.

Trainees get a chance to learn the job under senior managers act as substitutes for the managers.

**Multiple management programmee:** The managers who have potential for future career and promotion are invited to participate at the time of formulating corporate plans and policies. Top management also provides opportunities to the lower level managers to provide their ideas and suggestions for the future corporate plan and policy. With the help of this programmme top management can identify the future top managers for the organization.

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# Techniques/Methods of Management Development

**Off-the-job methods**

**Lecture/seminar/education**
**Simulation**
**Behavior modeling**
**Sensitivity training**
**Transactional analysis**

**Lecture/seminar/education:** Lecture by instructors, seminar by experts.

**Simulation**: The participants are placed in artificial environment that closely resembles actual work environment.

**Behavior modeling:** Interaction problems faced by managers are identified, practiced and transferred to job.

**Sensitivity training:** It is a method of changing behavior through unstructured group interaction in a free and open environment.

**Transactional analysis:** This method views interactions between individuals and between groups as transactions. It holds that an individual's personality consists of three ego states: a. The parent: Ego states of authority, superiority, controlling. b. The adult: Ego state of objectivity and rationality. c. The child: Ego state of impulses and emotion.

# On-the-job Management Development Techniques

**Merits**

Increases career opportunities inside the organization to take advance responsibility.

Gives the employees exposure on the real job.

Facilitates transfer of knowledge in the job situation from one to the other manager to take future responsibility.

**Demerits**

May interfere in the regular performance by damaging goodwill of the firm.

Doesnot involve full responsibility.

# Off-the-job Management Development Techniques

**Merits**

Useful to develop self-insight in managers to take more responsibility in the future.

Opportunity to interact with different managers in course of development.

Easy transfer of knowledge and skills.

**Demerits**

Many parts of learning might not be useful in the real job situation.

Chances of copying the behavior of a bad trainer or a misleading case.

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# Career Planning and Development

A career is the pattern of job-related experiences gained during one's working life. It is a sequence of jobs held during the course of a person's working life.

**Career planning is the continuous process of:**

•thinking about your interests, values, skills and preferences;

•exploring the life, work and learning options available to you;

•ensuring that your work fits with your personal circumstances; and

•continuously fine-tuning your work and learning plans to help you manage the changes in your life and the world of work.

# Career Planning and Development

*"A career generally consists of a series of separate but related experiences and adventures through which a person passes during a life time."*

**Mannen and Schein**

*"…. a career is a sequence of positions occupied by a person during the course of a lifetime(this is objective/external career), …... A career consists of the changes in value, attitudes and motivation that occur as a person grows older (subjective/internal career."*

**CASIO**

| Career Planning | Career Paths | Career Goals |

**Career Planning Framework**

# Career Planning and Development

Career needs to be carefully planned. It is the responsibility of the employee. Organizational should facilitate career planning.

Career planning is not possible without a clear understanding of career goals and career paths.

**Career Goals:** They are desired future positions an employee strives to reach as a part of career.

**Career Path:** It is the sequential pattern of jobs during a career. It can over a period of 30 years or more till retirement of the employee. It takes a long term perspective of the job.
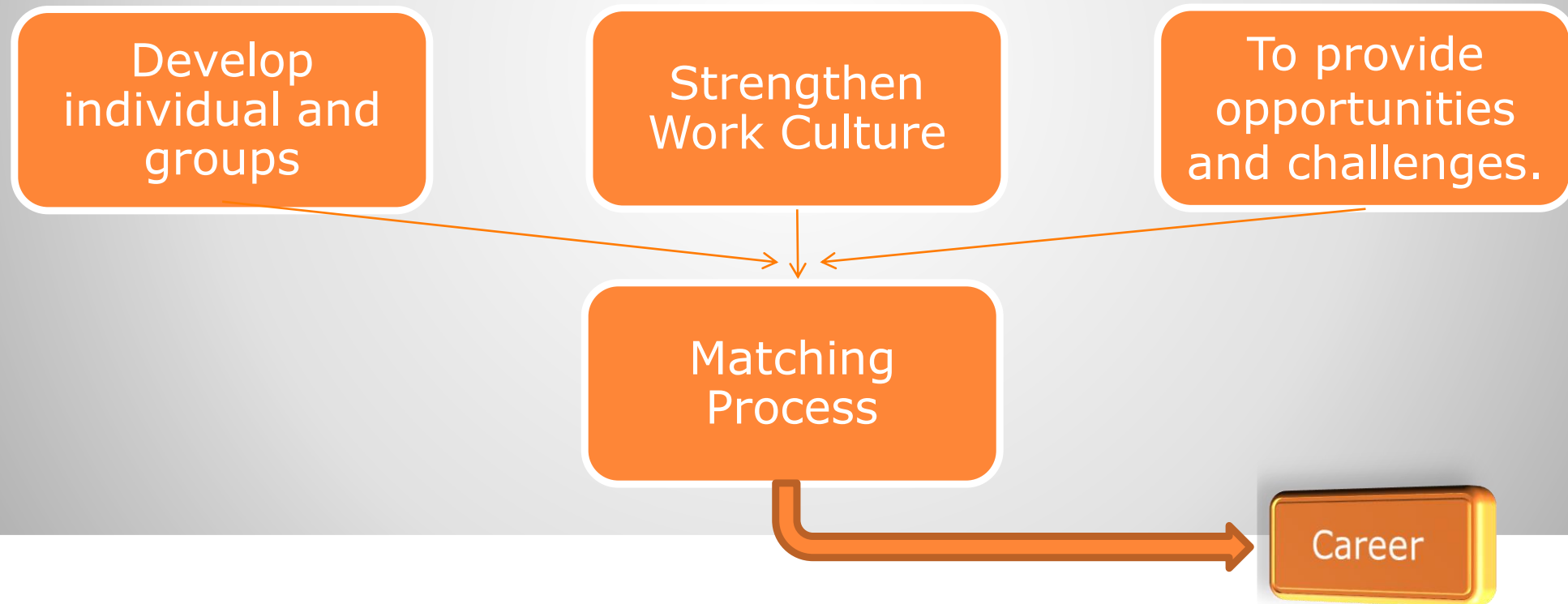
Career Planning    Career Paths    Career Goals

**Career Planning Framework**

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# **<u>Objectives of Career Planning</u>**

The main purpose of career development is to integrate individual's and organizational growth needs. More specifically, career planning aims to integrate the following three organizational dimensions.

Develop individual and groups

Strengthen Work Culture

To provide opportunities and challenges.

Matching Process

Career

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# Objectives of Career Planning

Meet internal staffing requirements

Reduce employee turnover

Develop employee potential

Reduce hoarding of employees

Assist work force diversity

Assist international placement

Motivate employees

# Process of Career Planning

Employee self assessment

Environmental assessment

Selection of career goals

Selection of career path

# Process of Career Planning

> Employee self assessment

a. *Interests and aptitudes: physical/outdoor, written, oral/visual, quantitative/analytical, interpersonal, creative, clerical, managerial.*

b. *Skills and abilities: Technical, human relation, conceptual*

> Environmental assessment

# Process of Career Planning

**Selection of career goals**

They are desired future positions an employee strives to reach as a part of career. They are based on the analysis of employee's strengths and weakness and opportunities and threats in the environment. They serve as a road map to career planning.

**Selection of career path**

a. Stage in career cycle: Growth stage (0-14), Exploration Stage (15-24), Establishment Stage (25-44), Maintenance Stage (45-58), Decline State.

b. Career Anchors: Technical competence, managerial competence, security, autonomy, creative.

## Training and management development practices in Nepalese organization

HRD has remained and area of low priority in Nepal.

It is not regarded as an investment in human capital.

It is regarded as peripheral to management.

Lack of training needs assessment.

Mix of on-the-job and off-the-job training methods in Nepalese organization.

Professional trainers are in short supply.

Nepal Administrative Staff College provides various types of off-the-job training to civil servants.

Public sector enterprises like banks, airlines, electricity authority have their own training schools and are mostly mismanaged.

No adequate attention to developing the managers to assume greater responsibilities in the future.

Job rotation is not effectively used.

Evaluation of training has less priority.

Lack of training policy.

# Case of XYZ Company

The employee who has joined the company for less than 1 year and has not been performing well since she joined.

During this period she is found pregnant and who is still on probation period.

Management is not happy with her performance and had asked human resource manager to retrench her on the basis of her performance.

**Questions**

1. Keeping in mind the current situation what would be your action if you are the Hr manager of the XYZ company?
2. In your opinion company should keep her or terminate her justify your answer?
3. Does policies of company need some changes, justify?
4. According to maternity act she is not eligible for maternity leaves what will you do in this case?

# **<u>Best possible solution</u>**

Firstly see the circumstances why she is under performer? Don't make pregnancy period criteria for termination. And you can terminate probationary after giving show cause notice.

Talk to her and find the problem with her performance If really the problem is with the work then you can very well Talk to her directly about the resignation not termination .

You can tell her in positive sense that we are OK if you resign with in a week also, just take care of your health because health is more important then wealth . This gives the employee a great strength rather then go in Bad mood or disturbed situation which disturbs our business activity .

# Best possible solution

Pregnancy has nothing to do with her performance during Probation period. Build record before terminating her services such issue warning letter, create file memos, advisory memos etc before termination.

She can ask for leaves without pay for such period on presenting medical certificates.

Extend her probation period by 3 months Issue her a letter that she will be under observation for xyz days if she doesn't show her good performance that company can take strict action on it.

**Conclusion**
- Retrenchment(reduction of expenditure) is not the only solution which is left with the any HR manager.
- Prepare new guidelines to deal with such situation .
- Create proper work environment for women employees.
- Understand the value of human, don't always consider them as a resource.