

EMERGING TRENDS IN HR PRACTICES AND SKILL DEVELOPMENT FOR EFFECTIVE DISASTER MANAGEMENT

First author: Mahesh.S,
I MBA, Rajalakshmi Engineering College,
Anna University, Chennai.
Email: mahesheie.mahi@gmail.com
Ph-9092563411

Second author: Jiggar.V
I MBA, Rajalakshmi Engineering College,
Anna University, Chennai.
Email: jiggarv1994@gmail.com
Ph-7299154725

Abstract

The findings have counterintuitive implications for human resource functions in a disaster, suggesting that organizational justice forms a central framework for managing organizational responses to support and engage employees for promoting business recovery. HR has not been initially designed to organize or oversee crisis management. However HR's role and practices in training and development can contribute to an organization's overall crisis management capacity, as well as to effective crisis communication in particular. Studies show that crisis prepared companies have fewer crises to grapple with, stay in business longer and fare better in financial terms. It is possible to reduce the impact of disasters by adopting suitable disaster mitigation strategies. Disaster reduction is a systematic work which involves different regions, different professions and different scientific fields, and has become an important measure for human, society and nature sustainable development. The fact that without the active contribution of human resource, disaster management is just not possible and hence the need to link the two further. The link between human resource management and disaster management apparently exists, but in a rather subtle manner. Upon closer examination, it is apparent that the two are intertwined together, almost inextricably interwoven.

Keywords: HRM, talent management, HRM trends, Disaster management (DM)

INTRODUCTION

Over the past couple of years, the Government of India has brought about a paradigm shift in the approach to disaster management. The new approach proceeds from the conviction that development cannot be sustainable unless disaster mitigation is built into the development process. Another corner stone of the approach is that mitigation has to be multi-disciplinary spanning across all sectors of development. The new policy also emanates from the belief that investments in mitigation are much more cost effective than expenditure on relief and rehabilitation. Disaster management occupies an important place in this country's policy framework as it is the poor and the under-privileged who are worst affected on account of disasters. Today's world is defined by borderless and unconventional threats, global challenges, and fast-paced Change in HR's role in training and development that can contribute to country's overall crisis management capacity.

ROLE OF HRM DURING DISASTER

Disaster management involves a continuous and integrated process of planning, organizing, coordinating and implementing measures that are necessary for the prevention of danger or threat of any disaster and mitigation of risk of any disaster from its severity. Nation has to concentrate on capacity building in research and knowledge management and be prepared to deal with any

disaster. We have to assess the magnitude of effects of any disaster and accordingly take action for evacuation, rescue and relief for rehabilitation and reconstruction in disaster affected places

In the past one decade we have witnessed two devastating disasters in 2004 Indian Ocean tsunami and in 2016 south Indian floods that killed thousands, left many homeless and orphaned. Rescue, relief, reconstruction and rehabilitation require human efforts and effective human resource management played a major role in alleviating the effects of the two disasters. Disasters, whether they occur in developed or underdeveloped countries, increase the vulnerability of the society. People suffer from increased problems of joblessness, loss of livelihoods, adding to the debts and increase in the assets mortgage. The loss and the downfall of the financial powers of the people has lead to a feeling of insecurity and health problems, which in turn reduces their coping capability. Immediately after the disaster, as soon as the response in the disaster hit areas starts, the responsibility of the Government, NGOs, affected community begins to operate and all have to play a crucial role. This stage of the disaster response is very important in terms of development of the disaster victims and enhancing their ability to bounce back to normal with increased coping capabilities. At this stage the policy implementation and capital investment, if directed in a properly managed way, can lead to successful recovery. This is the crucial stage for Human Resource Management (HRM) integration in disaster Management leading to sustainable recovery of the disaster-affected community.

The affected community can be made resilient through proper training, employment and entrepreneur development. This leads to an increase in the paying capacity of the people, increase in savings, assets and insurance for

regaining financial stability which results in boosting the confidence level of the human resource with increased social security and skilled, efficient human resource, further adding to the sustainable development. Thus, it is very important to accomplish proper integration of the human resource development in the disaster management policies for the benefit of the affected community, the national and global economy at large. We have studied poverty reduction and sustainable development through microfinance after tsunami disaster.

OBJECTIVES:

- To assess current disaster risk reduction practice and identify needs not met
- To analyze institutions to access their vulnerability to face the hazards
- To prioritize training in skill development for risk reduction
- To formulate a budget for improved disaster management practices

REVIEW OF LITERATURE

Venkataraman Nilakant and Bernard Walker (2013) in their study Post-disaster Management of Human resources has suggested that effective management of disaster involves: (a) addressing basic human needs immediately following a disaster; (b) identifying the changing and relative nature of needs in the recovery phase; (c) acknowledging time-related changes in well-being, and (d) providing leadership through supervisors.

Liou and Lin's (2008) research into terrorist crises highlights the critical role that the human resource function can play during emergency situations, through actions such communicating, adjusting employee policies and benefits, deploying counsellors, and generally working with management, employees and families to cope with the

intense stress. While employee assistance programs can be effective in assisting with the emotional grief and sense of loss, workers may first need assistance with basic needs such as food and shelter.

DISASTER RISK REDUCTION PRACTICE

Human resource management has to assess the various functions and need of capacities of performance in different stages of disaster management. Pre disaster assessments have to plan for mitigation and preparedness, relief, reconstruction and recovery, and feeding the lessons into future strategies of disaster management. Some key proficiencies identified for human resource developments are risk analysis, mitigation planning, resilience planning, monitoring, risk auditing and risk Communication. Planning required for emergency, emergency responders (search, rescue, first aid, critical care) and offer relief (shelter, water, sanitation, waste, food, rehabilitation) management. Next stage HR must concentrate on recovery (livelihood, environment, sustainability) planning, mainstreaming DRR into developmental planning. Finally knowledge support system and integration of DRR into sustainable development is required.

PRIORITIZE TRAINING IN SKILL DEVELOPMENT FOR RISK REDUCTION

HR Plan for the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively. They have to elaborate functional concepts, structures, processes and procedures, not only within the organizations, but also the relationships between different factors, approaches and sectors. HR has to plan for legal and regulatory changes, frame strategies to enhance their capabilities. The human proficiency of the organization is built to respond to their respective job. Disaster Management is confined to one department (Relief and rehabilitation department of the

state) and also it was not considered or seen as regular work of the department. The capacity to respond to disaster was never seen as a priority, but now with the changed mandate, the new job and tasks have been added to the job profile of every sector. HR has to identify the capacity of individuals regarding the new job task for disaster management capacity building. Therefore, it is important to plan the development of human resources with following clear objectives:

- Plan systematic approach to empower human-performance to the functions of disaster management and risk reduction.
- Institutional development for promotion of disaster management and risk reduction practice.
- Develop DRR knowledge & skills and personnel proficiency development.
- Implementation of programmes and projects enabling the proficiency and performance of professional in disaster management.

TRAINING ON DISASTER MANAGEMENT

Training in disaster management in India has taken a pace during last decade. However the programmes, targets and contents were not strategically planned. Training in DM needs to be in balance between need and supply driven. On one hand, it has to consider the needs of the target group and stakeholder as realized by them based on their own understanding. However, the training strategy and scope should not miss out the advances, research and strategic recommendations and emerging approaches at international levels as well. Thus, mode of local diagnostic inputs but integrated approach of remediation may work well in addressing the challenge. Training shall be given to enhance the following capabilities:

- Plan interdisciplinary proficiency of disaster related assessments, and

- monitors DRR approaches, and addresses the emerging challenges.
- Make arrangements for finance, housing, water, sanitation, food, land, health, law & order, agriculture, forestry, industry, infrastructure, etc.
- Training offered for Search & Rescue, debris removal, first aid, etc. under effective incident command mechanism
- Analytical assessments approaches for risk and vulnerability analysis, loss assessment, EIA, mapping and information support to planning and decision making.
- Probationers Training by central and state civil Services
- Offer on-line training, blended Learning (Online+face-to-face), On-job Training and Interactive Training (Mutual learning peer-to-peer in a working group)

Following actions can be taken from a preventive view point:

Organizations have to train associates on how to act in case of emergency. They should be prepared to react not only in their workplace, but also at home. In countries that are affected by natural disaster, workers' families should receive tips and recommendations for preparedness as well. Employees should be instructed crisis procedures to give precise guidelines about how to act in each case. The firm must establish in advance communication channels in case of natural disasters like the Japan earthquake. They must be trained to keep track of where their associates are travelling or planning to travel. If one of their associates encounters a natural disaster during business travel, they need to be prepared in advance to offer support and guidance. Employees must be provided with high-performance communications tool,

especially when they are abroad. This will allow associates to be in quick touch with the company.

When a natural disaster has occurred, HR has to quickly shift their strategies to accommodate the new responsibilities. Employees affected must be supported not only emotionally but they must not also feel as if they are unprotected. The company must communicate the employee's families about the events that are happening globally. The organization must show an honest interest in their employees' welfare, and act with speed when crisis occurs. The leaders must get involved in such situation and be a part of the decision-making process.

When disaster happens it is an opportunity for HR to reassess what worked and what parts of its crisis procedures were cumbersome or confusing to employees. After natural disaster, the human resources department should take time to assess the efficacy of the procedures in place and ask for feedback with regards to how the associates considered the company performance in this situation.

IMPROVED DISASTER MANAGEMENT PRACTICES

There are two contrasting approaches to disaster response management, commonly termed the "command-and-control" and the "emergent human resources," or "problem-solving," models. The command-and-control model equates preparedness and response activities with military exercises. It assumes that the government agencies and other responders must be prepared to take over management and control in disaster situations, both because they are uniquely qualified to do so and because members of the public will be overwhelmed and will likely engage in various types of problematic behavior, such as panic. The disaster response activities are best carried out through centralized direction,

control, and decision making. The response activities to be effective, a single person is ideally in charge, and relations among responding entities are arranged hierarchically. The following practices adopted by the firm for disaster management:

- Identification of organizations for Disaster management in the country across sectors
- Be aware of governmental, NGO's and institutions like NIDM, ATI, CDM, NDMA, SDMA & DDMA who will help during disaster
- Mainstreaming DRR training into other sectors like Health, Revenue, Rural Development and Education
- Maintaining a data base of the trained Human resource
- Training Infrastructure
- Offer exposure Visits in National and International level
- Maintain quality & accreditation of DM trainings being imparted
- Create a centre of Excellence for each sector
- Rolling out trainings for civil defense, NCC, NSS, NYKS volunteers
- Development of professionals across sectors

CONCLUSION

In practice the firm must anticipate and prepare for the HR challenges that exists, or may be expected in the coming future which is the theme of this article. Natural disasters and other major crisis not only disrupt the operations of a business, but they also have a huge impact on the lives of employees. Traditionally crisis management has focused on systems, operations, infrastructure, and public relations, with people last on the priority list. However, many experts in the fields of HR and crisis management argue that not only are employees essential for business recovery, but employers have an ethical and legal duty to protect their employees as well

as the integrity of the business. Employees are essential for the sustainable development of a company because "sustainability exists in every aspect of the workplace, including people and company reputation.

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