

A. Detailed List of Operative Functions of a Personnel Manager

A. Procurement

1. DETERMINATION OF MANPOWER NEEDS

- (i) To analyse each job to determine the nature of the work; the qualifications necessary; the nature and amount of training required; the amount of supervision necessary; etc.
- (ii) To derive from the job analysis job specifications containing in condensed form the most pertinent points relating to the position and the worker, to be used by employment interviews to facilitate the work of selection and placement.
- (iii) To determine the manpower needs of the organisation.

2. RECRUITMENT AND SELECTION

- (i) To develop different sources of supply of applicants for different jobs.
- (ii) To design a standard requisition blank for use by operating department in requesting personnel.
- (iii) To design an application blank for each category of employees.
- (iv) To interview applicants by a trained interviewer.
- (v) To introduce (after a careful study) a testing programme to supplement the interview.
- (vi) To thoroughly investigate and medically examine successful applicants prior to employment.

3. PLACEMENT

- (i) To assign employees to jobs for which they appear best qualified on the basis of the selection techniques.
- (ii) To introduce a uniform procedure for introducing new employees to the company and to the respective departments.
 - 1. Copy of rules and regulations is to be given to each employee, supplemented by a short discussion about the company, its products, etc.
 - 2. Department head or supervisor is to designate a fellow employee to escort newcomer during first several days and to act as his "sponsor".

B. Development

1. TRAINING AND EDUCATION

- (i) To develop pre-job and service training programmes for operatives.
- (ii) To develop programmes for the training of understudies—junior executives.
- (iii) To develop programmes of lectures and classes for clerical personnel.
- (iv) To organise supervisory training programmes with emphasis on techniques of handling problems of human relationships. Topics in these programmes can be 'Management of men', 'Production and costs', 'Wage plans and incentives', 'Quality control' and 'Energy economy'.
- (v) To develop company library to include books, pamphlets, magazines, etc. of interest to all classes of personnel.

2. SUGGESTIONS SYSTEM

- (i) To organise a suggestions system which attracts, offers rewards commensurate with the value of suggestions, and in general serves as a clearing house for ideas. (Suggestions may be for the improvement of methods, machinery, processes, employee relations, etc.)
- (ii) To tie the suggestions system to the supervisory training programme and to "sell" it to the supervisory personnel through that medium.

3. COMMUNICATION

- (i) To compile and publish in tentative form an employee hand-book subject to periodic revision, containing details of company history and a clear and concise outline of company policy with respect to such items as "employment", "security plans", "vacation", "wages", etc.
- (ii) To prepare and publish an employee magazine (called *house organ*). In this respect the following points are to be considered: (a) specific objectives to be achieved through this medium, (b) who shall edit the magazine, (c) its form, (d) how often it shall be issued, (e) to what type of contents it will limit itself, and (f) periodic determination of the effectiveness of the contents.
- (iii) To develop a company organisation chart showing the relationship of the departments and divisions to each other and the lines of responsibility and authority.
- (iv) To develop a detailed personnel department organisation chart.

4. PERFORMANCE APPRAISAL AND PROMOTION

- (i) To arrange for annual or semi-annual appraisals of all personnel.
- (ii) To devise appropriate appraisal forms for each class of employees.
- (iii) To work out promotional charts with lines of advancement clearly defined.
- (iv) To develop a promotion policy based on periodic reviews of employees' records.

C. Compensation (Wages and Incentives)

- (i) To grade jobs in relationship to each other, to some established base or to similar jobs in other plants with frequent examination of results.
- (ii) To formulate wage scales for each job classification.
- (iii) To consider payment of bonus to supervisory personnel.
- (iv) To consider effective means of stimulating and rewarding executives.
- (v) To provide for stability of employment, so far as possible, through careful scheduling of operations and financial planning.

D. Integration

1. DISCIPLINE AND GRIEVANCES

- (i) To provide for uniformity in disciplinary action for similar infractions.
- (ii) To render special assistance on problem cases referred to personnel department.
- (iii) To establish an efficient mechanism for the adjustment of individual complaints and grievances (the channels for settlement of a grievance should be clearly outlined).

2. DISCHARGES, "QUITS", LAYOFFS, RE-HIRINGS

- (i) To establish leaving or "exit" interview as standard practice to determine all the real facts leading to involuntary termination.
- (ii) To determine relative weight of factors (length of service, proficiency, etc.) in deciding on layoffs.
- (iii) To determine policy with respect to re-hiring.

3. LABOUR-MANAGEMENT RELATIONS

- (i) To establish a realistic, positive and clear-cut philosophy of labour-management relations.
- (ii) To analyse thoroughly the existing labour agreement with measurements as precise as possible of its costs, both actual and potential.

4. RELATIONS WITH INDUSTRIAL COMMUNITY

To establish good relations with government agencies, citizens' organisations, newspapers, influential individuals and educational institutions.

E. Maintenance (Health, Safety, and Security)

- (i) To provide for adequate facilities in respect of legal advice, canteen, recreation, first-aid, etc.
- (ii) To introduce effective rest pauses.
- (iii) To educate employees in safety and health.
- (iv) To provide for sickness, disability, accident and retirement benefits through insurance and other schemes.

F. Records, Audit and Research

- (i) To develop a good system of record keeping.
- (ii) To formulate a checklist for carrying out annual personnel audit.
- (iii) To carry out research on various subjects of interest to the organisation.
- (iv) To make contacts with professional management organisations which serve as source of research material (this can be done by becoming member or attending conferences, etc.)