

Introduction to Personnel Management

Definitions of Personnel Management

- “Manpower management effectively describes the processes of planning and directing the application, development, and utilization of human resources in employment.”
 - Dale Yoder, *Personnel Management and Industrial Relations*
- “Personnel Administration is a method of developing the potentialities of employees so that they get maximum satisfaction out of their work and give their best efforts to the organisations.”
 - Pigors and Myres, *Personnel Administration*
- “The personnel function is concerned with the procurement, development, compensation, integration, and maintenance of the personnel of an organisation for the purpose of contributing towards the accomplishment of that organisation’s major goals or objectives. Therefore, personnel management is the planning, organising, directing, and controlling of the performance of those operative functions”
 - Edwin B. Flippo, *Principles of Personnel Management*

Characteristics of Personnel Management

- It is a specialised branch of management and hence all the principles of general management (as well as functions of management) are applicable to personnel management.
- It is concerned with human resources. It advocates the ways to get best possible results by managing the scarcely available human resources effectively and efficiently.
- It is concerned with relationship between employer and employee; between employee and employee; and among employees. By the term employee we mean to include blue-collar as well as white-collar workers.
- It concentrates on the development of individual and group in an organisation for achieving better results.
- It focuses on employment planning.
- It gives adequate direction to the developmental activities—of lower-level employees as well as executives.

Functions of Personnel Management

- Basic managerial functions- planning, organizing, motivating and controlling- are common to all managers including personnel managers and are performed by all of them. That is why it is said that general management and personnel management are one and the same.
- **Planning** – Pertains to the steps taken in determining a course of action.
- **Organistion**- The personnel manager must establish an organization to carry them out. This function, therefore, calls for grouping of personnel activities.
- **Motivation** – It involved guiding and supervising the personnel.
- **Control** – It involves measuring performance, correcting negative deviations and assuring the accomplishment of plans.

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 necessity; nature and amount of training required; the amount of supervisions 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 organization.

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 department.
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 - 2. Department head 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.
- (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”, etc.
- (ii) To develop a company organisation chart showing the relationship of the departments and divisions to each other and the lines of responsibility and authority.
- (iii) 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 advertisement 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.

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 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, industrial 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, Audits 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 organization.
- (iv) To make contacts with professional management organisations which serve as source of research material.