OBJECTIVES

After studying this unit, you should be able to:

- define personnel management;
- describe the aims of personnel management;
- enumerate the activities of personnel management;
- explain the meaning of personnel policies;
- highlight the characteristics of personnel policies; and
- explain the process of development of personnel policies.

INTRODUCTION

NS 110 Block 2, you have learnt about staffing as a function of administration, and staffing has been defined as the management function of employing and utilizing human resources for carrying out various managerial and non-managerial activities of an organization. The human resources in an organization become the executives who translate into action the plans and policies of that organization. Therefore, the organizational efficiency and efficacy depend on the organization’s
work-force, supervisors and managers who constitute the organization's personnel; their management is, therefore, a key function in any organization. In this unit, you are going to learn about the management of these personnel which comes under the broad function of staffing. The definition, aims and activities of personnel management together with personnel policies — their importance, characteristics, process and advantages, job analysis, discipline and welfare of staff, will be covered in this unit.

In nursing, personnel management assumes a greater importance since nursing manpower like other health professionals and health care providers deal essentially with human beings as their 'Product'. The product here is: Patient Care Services in a health facility or Community Health Nursing Services in a given community unlike the product that comes out through a factory (viz. soap, cosmetics, textile materials, electronic goods etc.). The quality of product in nursing obviously depends on the quality of the personnel providing nursing care. We believe, if you get the basic idea about the essentials of personnel management, you will be able to apply them in your own work fields and be capable managers of nursing personnel.

### 1.2 DEFINITION, AIMS AND ACTIVITIES

"Management is an Enabling Process." The functions of management is to enable the workers to do their jobs as easily, effectively, economically, efficiently and as humanly as possible. Management is best use of resources; it discharges its role, through the media of these resources to achieve the objectives of an organization/enterprise. These resources as we all know are Men. Money, Material, Machinery and Methods (5Ms). Amongst these, management of human resources (men) is a very important ingredient in the management system of any organization. The importance of this resource has been, overlooked for sometime, in modern management system, especially in bigger organization, a great value has been attached to this part of management which is concerned with people at work.

Personnel management is a relatively new concept. It is a line management function and uses the principle of Planning, ‘Organizing, Directing and Controlling for the smooth running of the personnel division of an-organization. In large organizations there may be a separate division/department of personnel management, where the personnel manager is the Division head, whereas in smaller organizations, these functions may be performed by an area/department incharge/supervisor. We have already mentioned that personnel management is a line management function, but the department heads retain the final responsibility, within line management structure, for their own staff. Because of increasing complexity of the work today, they look towards the personnel department for specialized advice, but the responsibility of the line manager is in no way reduced by the existence of the personnel department. Rather, the responsibility of achieving the aims of personnel management remains with the heads of the department/area incharge.

Now let us see what we mean by Personnel Management. Personnel Management is a particular set of activities which acquires meaning from being purposely related to people at work and their relationship with an enterprise. Its aim is to bring together and develop into an effective organization, the men, women who make up an organization and having regard for well-being of the individual and of working groups, to enable them to make their best contributions. Let us now define ‘Personnel Management’ for you.

#### 1.2.1 Definition

Personnel management is concerned with management of Human Resources of an organization, in contrast to the materials and financial management. It is the process
of developing, applying and evaluating policies, procedures, methods and programmes relating to individuals in an organization for achievement of organizational goals in the desired manner.

We next proceed to state the Aims of Personnel Management.

### 1.2.2 Aims of Personnel Management

The aims fall into six main categories. These are:

i) Determination of future staffing requirements in order to meet the service demands in the most effective and economical way, and to ensure that the suitable staff are recruited, trained and retained to fulfil this objective.

ii) Ensuring achievement of effective development and deployment of all groups and all levels of staff. This should include career development, staff training, safety, health and welfare.

iii) Development of effective communication, consultation and relations within the organization.

iv) Development and designing procedures for solving personnel and institutional differences by means of joint consultation.

v) Provision for organized structure and working environment most suitable for the performance of the tasks.

vi) Development of personnel policies; and general policies to achieve the above objectives. Having obtained a basic idea about the aims of personnel management, you should learn the activities of personnel management. We are discussing these in Sub-section 1.2.3.

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### Check Your Progress 1

List the aims of Personnel Management.

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### 1.2.3 Activities of Personnel Management

The pervasiveness of 'planning' function and the importance of 'control' in the 'staffing' function have been discussed in Units 1 and 2 of Block 1 of BNS-110 in discussing organizing and directing, you have read the importance of the people performing these two functions within an organization as well. So you can well appreciate the role of all these functions in Personnel Management.

Good personnel management, like any other management, uses the principles of planning, organizing, directing and controlling. It discharges its functions through Policy formation, design and development of an organization appropriate for the work to be done, and to the goal aspirations of those who will be called upon to do it and the control of the working arrangement to ensure adequate task performance and for fair treatment to all concerned.

Good personnel management provides for:

i) **Man Power Planning**

1) *What:* A service for looking at work and estimating staffing levels, types of staffing and ensuring the succession of jobs.
2) Why: To explain, predict and influence manpower changes in relation to the developing operational, technical, economical and social situations in an organization.

ii) Selection Procedures
Having planned the manpower needs, selecting the staff in a methodical way, designed to make the best choice possible — Right man for the right job is to be deployed.

iii) Induction
Having selected the personnel to do the job, helping in the induction process to settle him in the job and into the organization as quickly and as effectively as possible is essential; Orientation programme is necessary to achieve this objective.

iv) Training
Assessing the training needs, in the interest of further development of staff — such as refresher courses, short term training etc.

v) Recognizing the efforts and appraisals
Everyone thrives on praise and recognition. Every effort must be made to recognize and reward the work which is well done. Too often the only time we know how we are doing, is when we are being reprimanded.

vi) Environment for effective delegation and supervision
Staff will not work well in an organization which has restrictive, negative atmosphere. In such an organization people become automatons with a dulled sense of commitment/responsibility. A conducive environment for work is necessary.

vii) System of consultation and working relations
The more people know of what is going on, the less threatened they feel. The likelihood of poor working relations is lessened when there is effective communication and effective involvement by all through consultation.

viii) Opportunity for counselling and welfare channels of communication
Just as we must recognize efforts, we have to ensure that all know how they can pursue redress for a grievance and the disciplinary procedures which an organization has, if they are required.

ix) Staff development
We must make sure that our staff are prepared and channeled into their most effective area of service. Flexible, positive measures to enable a person to achieve full potential, is implicit in the whole system.

Dynamic management involves people more than the mechanics. To sum up, personnel management's main functions/activities are:

i) Policy Formation
Personnel policy, planning policy in respect of the work environments i.e. welfare, amenities, health, safety and service.

We are going to discuss personnel policy separately in Section 1.3 because of its significance and importance.
ii) **Organization and design**  
Job analysis, communication, procedures, recognition, grading structure, and cadre management.

iii) **Communications**  
Counselling, consultations; joint negotiations; disciplinary committees.

iv) **Control of Labour**  
Activities, intended to secure appropriate labour, i.e. recruitment, selection, method performance, appraisal, promotion, discipline, training, rewards etc.

v) **Control of Power**  
Definition of authority, discretion to decide agreements on job definition, rule books, collective agreement.

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### Check Your Progress 2

List the functions/activities of personnel management.

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#### 1.3 PERSONNEL POLICIES

Policies and procedures are means for accomplishing goals or objectives. Policies explain how goals will be achieved and serve as guides that define the general course and scope of activities they serve as a basis for future decisions and action, helps coordinate plans, controls performance and increases consistency of action. Consequently morale is increased when personnel perceive that they are treated equally. Policy also serves as a means by which authority is delegated. Policy making is a type of decision making.

#### 1.3.1 Meaning and Importance

Personnel policy is an integrated function which encompasses many aspects of the personnel management. In fact, it cannot be delinked from the activities of the personnel management. For example an employment policy has to be worked out before recruitment and selection of the personnel can be undertaken. Whichever function/activity the personnel manager has to perform or undertake, there has to be a policy, and which the personnel management has to decide before hand; generally this is in line with the decision of the top authority in the organization.

Thus we can define personnel policy as **"The Written Statement of an organization’s goal and intent concerning matters that effect the personnel working in an organization."** Policies are stated in broad and long range terms as they exercise the philosophy of the organization’s top authority. In other words, they are the sum total of the administrative act of those in authority.

Personnel policies are the statements of the accepted personnel principles and the resulting courses of administrative action by which a specific organization pattern determines the pattern of its employment conditions.
1.3.2 Characteristics

In order that the personnel policies may function effectively, it should possess the following characteristics.

They should:

i) Be specific as to the principles and avoid minute details (Providing major guidelines).

ii) Possess high degree of consistency and permanency but should not be Inflexible.

iii) Possess the purpose in keeping specific sections, the purpose of which should be with the other policies of the organization.

iv) Recognize individual differences.

v) Be formulated with due regards for the interests of all the parties, i.e. employer, employee (individuals/groups) public and clients.

vi) Confirm to the Government Regulations.

vii) Provide the means for becoming generally known to all concerned through the policy bank of the organization.

viii) Be written and formulated as a result of careful analysis of all the facts available.

ix) Be forward looking and forward planning for continuing development.

1.3.3 Process

Every organization should have a complete set of well developed personnel policies, before it begins to function. The existing ones also need to be revised and although the development of a policy can originate from anywhere in an organization, but ultimate responsibility and accountability lie with the top authority. At times, the policies may be formulated simultaneously from the top management as well as the lower division management. The division/unit management may develop and/or supplement policies in line with the main policy. Sometimes when a manager does not know how to solve a problem and disagrees with the previous decision or wants a decision to be revised, she may appeal to her authority for a decision. As appeals can be taken up by Hierarchy and decisions are made there; these are known as appealed policies. These are likely to be incomplete, uncoordinated and unclear. These can be made clear if they are verified and constituted in a written statement.

However, every policy is expected to be developed after taking into account all available relevant facts, identification of the problem and evaluating required dimensions and alternatives involved. The stages and sequences of events in the process of development of policy are:

i) Clarification by top management, of philosophy and the objectives of the organization;

ii) Analysis of personnel-policy requires assessment of relevant facts;

iii) Consultation with staff representatives;

iv) Writing the first draft of the policy statements;

v) Further discussion to get the final approval of policies from top management and staff representatives;
vi) Communication of policy statements by means of training session, discussion groups and staff hand books;

vii) Periodic re-evaluation and follow-up.

A coordination Committee comprising top management administrator, representative of the supervisory personnel and any other division head who may be interested, is normally appointed for this procedure. Policies thus formulated are clearly defined in written statement and staff hand books for a particular organization are prepared for ready reference.

Cheek Your Progress 3

1) Enumerate the steps in developing a policy related to reward/punishment.

2) List the characteristics of personnel policy.

1.3.4 Advantages

A written policy has two important values (1) to the employee it represents: a guarantee for fair and just treatment from the employers and (2) to the Supervisor it is a safeguard for actions and decisions and relieves her from the responsibility of asking her superiors for guidance at every step.

The establishment of good personnel policies helps to give the employee a sense of security and individual worth. It gives the employee pride and loyalty to the organization for which he/she works. The workers tend to give service, besides wanting to identify themselves with the goals of the organization. All this helps to produce better results.

Policies that are planned in advance of specific incidents with due consideration of how the policy will apply in various situations, are likely to meet the needs of the organization better than those which result from individual decisions in single instances.

Established personnel policies serve as guides to action so that a great deal of time is saved by the administration personnel in handling individual cases; as in the majority of the cases carefully planned policies will apply to and will be accepted by the majority of employees. A well understood clearly written policy saves the time of an employee as well as the employer and avoids the dissatisfaction that comes from building false hopes only to have them thwarted by individual decisions; nevertheless the administration reserves the right to handle a case individually as well, if there is reason to believe that application of existing policies would be unfair and detrimental.
Personnel and Financial Management

Personnel policies should be stable and yet should possess sufficient flexibility to meet changing conditions. Stable personnel policies tend to dispel uncertainty and fosters a feeling of security among the employees.

Further, personnel policies for nursing staff should be both (a) general and (b) specific policies, such as policies on:

<table>
<thead>
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<th>(b)</th>
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<tr>
<td>Assignment</td>
<td>On call duty</td>
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<tr>
<td>Holidays</td>
<td>Duty shifts/hours</td>
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<tr>
<td>Absences</td>
<td>Nursing procedures</td>
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<tr>
<td>Sick leave</td>
<td>Promotions</td>
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<tr>
<td>Payroll procedures</td>
<td>In Service education</td>
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<tr>
<td>Resignations</td>
<td>Reporting on and off duty</td>
</tr>
</tbody>
</table>

You may also study the sample pages from a hospital policy manual which are reproduced below:

Sample Page from a Personnel Policy Manual

To the new entrant to service
Welcome to the hospital

I have the honour to welcome you to your position in the hospital. It is hoped that you will enjoy your work here and find it satisfying mutually for the patients and yourself.

This hospital serves the community around, through medical treatment, education and research and each and every employee plays his/her role towards this in one way or the other. Do remember that your individual contribution is very important and we value it tremendously.

Just as the hospital administration cares for the patients, we are also keen to ensure the welfare of the staff. You are welcome to approach in case any need arises.

Sd/-
Hospital Administrator

Sample Page from Personnel Policy Manual

Assignments

To ensure optimum nursing care to the hospitalized patients, and to give round the clock coverage, personnel are placed in wards where internal rotation is made. Duty roster and assignment plans are made well in advance for the convenience of the staff. However, if there is an emergency or an urgent need for change, the sister I/C may be contacted.

Please note that the hospital reserves the right to place a person at work in any ward or any shift, should the necessity arise with a reasonable notice.

Address and Telephone Numbers

You are advised to leave your home address and telephone number, if any, to the head of your department. Always remember to communicate change of address so that in case of emergencies you can be contacted.
You are advised to get your identify Card prepared by contacting the head of personnel dept. and always pin it on your person while on duty. This is an important document and ensure its safe custody.

Check Your Progress 4

1) Write three advantages of written policies.

2) Write the sequence of events in the development of personnel policies.

Self Activity

In your work place:

1) Do you have Personnel Policy Manual? Yes/No

2) If yes, how are policy statements communicated to you?
   Training Session / Group discussion / Staff Hand Book

3) Are these evaluated periodically? Yes/No
   If No, Please enquire from your nursing administrator about their plans for development of these personnel policy manuals.

1.4 JOB DESCRIPTION, ANALYSIS, SPECIFICATION AND EVALUATION

You have read about personnel policies. In the following section we will discuss about job description, analysis, specification and job evaluation.

1.4.1 Job Description

   i) Meaning

Job description is a written summary of the most important features of a job and it is usual to compile this by making a factual record of the way in which each employee spends his or her working day.

The idea of job description is not a new one. Some sort of job description indicating the general nature of the work to be done must exist in the mind of every employer when s/he engages a new work. In these days, however, a general idea is not enough; and any shortage of manpower makes it imperative that employers, whether private or public should not only pick the best people for the job, but also see to it
that the people are employed to the best of their ability. Fitting each position with the proper employee is a difficult task, but it can be made easier if it is based on objective information regarding the job.

Advantages of Job Description

Job description has the following advantages:

*Used for training programme*

If a particular nursing job requires in-service training of the nursing personnel it can be planned. Due to change in medical technology, change in curriculum, change in health strategy of the country nurses are also required to update their knowledge and skills. The planning of training programmes can be done accordingly.

*Promotion*

Nursing personnel can be promoted as per their performance in their job. Because the progress report or ACR (Annual Confidential Report) show that the nurse is performing the task at least as per the job description. What is her/his efficiency in the job?

*Recruitment and selection is easy if the job description is clearly stated*

*Clarity of responsibility*

Once the job description is available for all category of nursing personnel there will be less confusion while working. Overlapping of tasks for patient care can be avoided. If the job description is clear it will save the time of nurse working for patient and s/he will be able to provide efficient nursing care.

*Provides assistance in Administration*

- The nursing administrators can plan for orientation to the newly selected and recruited nursing personnel
- The placement can be done as per the requirement of job
- Vacancy can be created and filled as there may be lot of activities a nursing job demands like in OT, ICCU, Haemodialysis unit

*Salary Fixation*

The salaries of nursing staff can be fixed as per the type of job they are expected to perform like the salary of CNO, NS, ANS, Staff Nurse etc.

*Realistic Handling of Work*

Once there is job description the problem being faced by nursing personnel in that particular job can be handled realistically like appointing a clerk to the non-nursing job or supply of laundry, medicines or Central Sterile Supply at the door step rather than the ward sister spending time in these departments

*Helps in Planning*

The future duties of nursing personnel can be planned.

**ii) Methods Used for Job Description**

The methods normally used to secure information for the job description are: 1) the questionnaire method, and 2) the observation method

*The Questionnaire Method*

In this method each worker is required to fill in a questionnaire on which she lists her duties, the equipment and supplies used, the nature of supervision given and
received, and any other information considered relevant. It is essential that these questionnaires when completed be checked with the head of the department or the immediate supervisor herself to complete a questionnaire for each job. These are then checked against the ones prepared by the individual workers and discrepancies are noted and investigated.

The questionnaire may be developed to collect the following information.

**Title of the job:** and place of job need no comment except that care should be exercised to make identification of the job easy.

**General description of duties:** These should be subdivided into daily, weekly and monthly duties and an estimate of the percentage of time spent on each given. The relation of the work to other jobs should also be indicated. This is particularly important in hospital work, where the care of the patient involves overlapping of the duties of a number of people of varying grades.

A word of caution should be inserted here concerning the importance of checking the reliability of the information compiled under this heading. It is extremely difficult for any person except those doing completely repetitive jobs to give a reliable estimate of the time spent on various activities, and some spot checks by actual observation should always be undertaken.

**List of records:** The information acquired under this heading is of considerable value and can often lead to duplication of work being avoided.

**List of equipment:** This, again, can lead to useful information, and the employee’s comments are often most revealing.

**Proportion of time spent in** standing, sitting, walking, etc. This will reveal the amount of physical effort entailed in the job and may open up possibilities of making the job easier for the worker.

**Supervision:** Requires no comments.

**Working conditions:** This is designed to highlight such conditions as are disagreeable and again may help in ameliorating them.

**Employee’s opinion:** Much useful information can be obtained, particularly regarding facets of the work which the employee may find difficult. It may be found that insufficient instruction or training on some particular point has been given or it may open the door to a rearrangement of the work.

**The Observation Method**

- In this method the analyst obtains the information by means of actual observation of the worker on the job and supplements this by interviews with the supervisors.

- The observation can be “mass”, that is to say, with one observer recording the work of a number of employees, or “individual”, in which the observer is concerned with one worker at a time.

- According to the nature of the work, a decision has to be made whether the observation is to be continuous, i.e., minute by minute, or at stated periods, e.g., at quarter or half-hour intervals.

- In the case of repetitive work, the latter, or even longer periods, would suffice; but, where the activities are numerous and constantly changing, as in nursing, continuous observation is necessary.

- A simple form of observation sheet, for the appropriate time periods, is used.
• At the end of each day, the observer summarizes the time spent on each particular activity.

• This method of recording, though laborious, has one great advantage: it pictures the work as it takes place so that, in addition to the description of the task, the length of time it took, and the person who did it, any interruptions which occur are high-lighted and the peak periods and slack periods are easily seen.

• Based on the data gathered, work summaries are prepared. These are schedules showing the total work content of each department broken down into the time spent on each activity by each grade of worker.

1.4.2 Job Analysis

Definition

The generally accepted definition of job analysis that it is a scientific study and statement of all the facts about a job which reveal its content and the modifying factors which surround it.

The theory of job analysis is that there are five aspects of basic work and that, whatever the job may be, these five factors are responsible for its total make-up. The factors are:

1) Mental requirements
2) Physical requirements
3) Skill requirements
4) Responsibilities
5) Working conditions

The type of work does not matter in the least; neither does its importance to the community: doctor, nurse - all have these fundamental characteristics in their jobs, although the amount of each factor necessarily varies with each job.

This leads to the Question What is Meant by a Job

For the purposes of job analysis, the definition is “the group of duties, responsibilities and activities assigned to an individual”. Thus, a job refers to an occupation, e.g., that of nurse, it does not refer to a portion of the work assigned to an individual, such as changing a dressing.

If a job analysis is to be a success, it cannot be a superficial procedure. It requires detailed examination of jobs, and this work should be done and supervised by persons with training and experience in this field. Two alternatives are available: either trained assistance can be brought in from the outside, or individuals selected from the existing staff can be given special training in job analysis methods. Sometimes employees have similar titles but do different types of job hence job analysis is required.

Approach to Job Analysis

The preliminary step is to hold a group discussion with all heads of departments at which the purpose of the analysis should be discussed and the results which it is hoped to achieve outlined.

The method which it is proposed to adopt should be explained fully and the impact which the analysis is likely to have upon the various departments in terms of time or possible dislocation of work discussed.
It is particularly important that not only the heads of departments, but also “first line” supervisors should be convinced of the value of the programme.

Steps of Job Analysis

The first step in the actual job analysis procedure is to ascertain the title of each separate job in the undertaking. From this a number of “basic” jobs will be apparent, and the first task will be to discover the exact nature of these jobs.

Each departmental head should be asked to compile an organizational chart of the department giving the titles of the various jobs in operation. This will give the analyst a preliminary picture of the organization by jobs.

Advantages of Job Analysis

A programme of job analysis has many advantages, among which are enumerated in the following text:

- It provides a solid base upon which to choose the right people and to plan the right training for them
- By defining what is essential to the job, it reveals the inessentials, the irrelevant and obsolete practices which often affects the job in actual performance
- It shows where there is overlapping or duplication of work, and the faulty use of existing personnel
- It provides basic material for the production of work and procedure manuals
- It helps to promote good morale amongst the workers which enables the administrator to deal intelligently with any problem.
- It also helps administrator to establish definite line of promotion

1.4.3 Job Specification

Job specification is the final product of a programme of job analysis designed to facilitate the recruitment, selection, and placement of personnel, and is a summary of the information gained from the job description and job analysis.

1.4.4 Job Evaluation

Job evaluation is a system of job measurement which stems from the theory already advanced in job analysis that there are a number of factors common to all jobs. These factors vary in degree from job to job; but, if the job descriptions have been properly compiled, the extent to which each factor is present can be readily ascertained. These differences in job factors, which measured, show the relative importance of each in proper job performance. For example under “working conditions”, a great variation may exist, one job being performed under pleasant and safe conditions while another may have disagreeable elements, including exposure to hazards which may affect the employee’s mental or physical well-being.

Check Your Progress 5

1) Define the following terms:
   i) Job Description
   .......................................................... ..........................................................
   .......................................................... ..........................................................
   ..........................................................

   ii) Job Analysis
   ..........................................................
   ..........................................................
   ..........................................................
1.5 PERSONNEL DISCIPLINE

Modern methods of maintaining discipline differ considerably from the enforcement of a blind, unquestioning obedience which was characteristic of the older concepts: it is now recognized that, in the maintenance of discipline, the preventive rather than the punitive aspect should be emphasized.

The purposes of personnel discipline are to

- eliminate factors that make for group inefficiency
- encourage those that facilitate effective cooperation
- encourage workers, including those particularly affected by such actions and
- To cooperate rather than to resent

Effective discipline can be said to exist when people recognize as necessary and willingly accept such regulations and restrictions as may be essential to the orderly conduct and safe working of the organization.

Discipline is exercised by emphasising:

- Leadership rather than Domination
- Persuasion rather than Dictation
- Selling ideas rather than Imposing arbitrary order
- Consultation before changes are made rather than Imposing changes

In all the work situations there has to be code of conduct, some rules should be established and these rules are more likely to be accepted and willingly observed.

The nurse administrator should form a committee and seek the advice of a committee representative of the respective grade of workers.

The duties of committee are:

i) The first duty of such a committee would be to determine what types of bad conduct are considered to be sufficiently serious to warrant the imposition of penalties.
The next step is to decide what penalties are to be inflicted for infractions of the code. These will obviously depend upon the seriousness of the offence, and may increase in severity for repeated infractions.

When the agreed code of regulations with appropriate penalties has been drawn up, it should be given the widest publicity.

The publication of a rulebook is important and should be made available to each employee.

In the case of a new employees, it is good policy to insist upon their reading the code at the employment interview.

Check Your Progress 6

List the duties of committee formulated for personnel discipline.

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1.6 PERSONNEL WELFARE

Long before the need for personnel management became universally recognised, “welfare” was practised in many fields of work. It arose out of the genuine desire on the part of the “good” employer to take an interest in his employees. Present day personnel management is wider in scope and more technical in application; but it still remains true to the basic principles of the welfare concept and realizes that the employee is a whole person, with family and social relationships, fears, doubts, and problems all of which affect productivity and morale. It therefore recognizes that it is advantageous to provide such services so as to help the employee to meet personal problems and to promote his greater well-being.

The services which usually comes under the heading of personnel welfare are:

- Social and recreational facilities
- Employee counselling
- Benevolent funds: The functions of a benevolent fund are to provide for exceptional needs which cannot be met through any of the recognised channels.
- Retirement plans
- Restrooms
- Canteen facilities
- Living accommodation
- Higher Education and Training

1.7 LET US SUM UP

Personnel management is a relatively new concept. Its main aim is the best utilization of human resource by providing conducive working environments and
conditions. This is achieved by formulating stable policies, procedures and methods, keeping in line with the philosophy and objectives of the organization/enterprise. The responsibility of the personnel management is to get the work done as efficiently as possible and to help the staff to develop well and give good service to the organization by doing the job to the best of his ability and to seek opportunity to develop his potentiality and further his career.

The basis for improvement in personnel management is sound personnel policies. The personnel policies of any organization should be clear cut statements giving its aims and intentions, setting out what is to be achieved in the main areas of development, training, remuneration, labour relations and staff-welfare. These policies should be founded on the principles of Justice — a code of fair play to ensure equitable and consistent treatment of all the employees, Human needs — for job satisfaction, for information of what is happening around and for consultation on changes likely to affect them and last but not the least, Democratic Approach — the willing co-operation of employees will result in greater achievements than if they are dealt with autocratically. With these principles in mind organizations should, adopt right policies for attracting the right type of personnel into the organization. If the personnel are satisfied through the various welfare facilities the output would increase but this should be done along with personnel disciplines.

### 1.8 KEY WORDS

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<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Enabling</td>
<td>To supply with the means, knowledge or opportunity</td>
</tr>
<tr>
<td>Development</td>
<td>Extension</td>
</tr>
<tr>
<td>Procedure Followed</td>
<td>A certain way of getting things done.</td>
</tr>
<tr>
<td>Materials</td>
<td>An organization’s equipment and supplies.</td>
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<tr>
<td>Methods</td>
<td>Systematic arrangement</td>
</tr>
<tr>
<td>Manpower</td>
<td>Human physical power in terms of the workers available to particular tasks.</td>
</tr>
<tr>
<td>Consultation</td>
<td>To seek information/advice.</td>
</tr>
<tr>
<td>Induction</td>
<td>To place formally in office; to admit as a new member.</td>
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### 1.9 ANSWERS TO CHECK YOUR PROGRESS

Check Your Progress 1

1) i) Determination of future staffing requirements for meeting service demands in the most effective and economic way

   ii) Ensuring recruitment of suitable staff, training them and retaining them.

   iii) Ensuring effective development and deployment of all groups and all levels of staff.

   iv) Development of effective communication, consultation and relations within the organization.

   v) Providing a suitable work environment.

   vi) Development of general policies on the above five and development of personnel policies.
Check Your Progress 2

1) Main functions of Personnel Management are:
   i) Policy formation
   ii) Organization and design
   iii) Communications
   iv) Control of labour
   v) Control of power.

Check Your Progress 3

1) i) Obtain a written statement of philosophy and objectives concerning reward and punishment from the top management of the organization.
   ii) Consult existing policy if any on reward and punishment.
   iii) Keeping the philosophy and the objectives in this regard and the general policies in mind formulate guidelines about a) measures you would like to take by way of recognition when a staff member works well, has done something exemplary, has been a good role model, b) and measures you would like to take when a staff member’s work is below standard, or when he/she is disciplined etc.
   iv) Ask for suggestions from the Supervisors and Staff members; ask them to give these suggestions in working.
   vi) Make provisions for appeals, exceptional circumstances.
   vii) Consult other divisions, sister organizations.
   vii) Write the draft policy taking into account all above, place before the Management and a selected group of experts for putting into effect.
   viii) Put into effect the policy tentatively — assess its efficacy.
   ix) Modify guidelines if required on the basis of your assessment and finalise the policy for implementation.

2) Characteristics of Personnel Policies should:
   i) Be specific
   ii) Have a high degree of consistency and permanency but should not be inflexible.
   iii) Recognize individual differences
   iv) Be a gear for interest of all parties concerned
   v) Confirm to government regulations
   vi) Be written and formulated after obtaining relevant information
   vii) Be forward looking, and forward planning for continuing development.

Check Your Progress 4

1) Three advantages of written policies are:
   — Fair and equitable treatment for all.
   — Sense of security resulting in loyalty to Organization.
   — Serve guides to take action and decision making.
2) Sequence of events in the development of policies:
- Clarification of management philosophy and objectives
- Consultation
- Writing draft policy
- Final approval
- Communication of the policy statement
- Periodic revaluation, and follow up

**Check Your Progress 5**

1) i) Job Description is a written summary of the most important features of a job, and it is usual to compile this by making a factual record of the way in which each employee spends his/her working daily.

ii) Job Analysis is a scientific study and statement of all the facts about a job which reveal its content and the modifying factors which surround it.

iii) Job Specification is the final product of a programme of job analysis

iv) Job Evaluation is a system of job measurement in terms of its performance

2) The advantages of job description are that it can be used for:
- Training programme
- Promotion
- Recruitment and selection
- Providing assistance in administration
- Salary fixation
- Realistic handling of work
- Planning

**Check Your Progress 6**

1) The duties of committee are:

i) The first duty of such a committee would be to determine what types of bad conduct are considered to be sufficiently serious to warrant the imposition of penalties.

ii) The next step is to decide what penalties are to be inflicted for infractions of the code. These will obviously depend upon the seriousness of the offence, and may increase in severity for repeated infractions.

iii) When the agreed code of regulations with appropriate penalties has been drawn up, it should be given the widest publicity.

iv) The publication of a rulebook is important and should be made available to each employee.

v) In the case of a new employees, it is good policy to insist upon their reading the code at the employment interview.
1.10 FURTHER READINGS


