



Personnel Management

**State Institute of Health and Family Welfare,
Jaipur**



“You can ...dream, create,
design and build the most
wonderful place in the
world
....but it takes people to
make the dream a reality.”

Walt Disney





HRD VS HRM

- ❑ HRD (Human Resource Development, a profession) and HRM (a major management activity)
- ❑ HRD includes HRM
- ❑ HRD includes personnel inside of organizations, e.g., career development, training, organization development



HRD: 8 Areas of Operation

Facility Management	Fiscal Management
Information Services Management	Risk Management
Personnel Management	Sales Management
Program Services	Planning & Development



Definitions

- Planning, organizing, compensation, integration and maintenance of people for organizational, individual and societal goals.” (Flippo)
- Obtaining, using and maintaining a satisfied workforce.



H R M	P M
Continuous, on-going	Administrative function
Proactive, anticipating, planning and advancing continuously.	Reactive, responding to demands
Facilitates greater flexibility	Set rules and regulations
Business needs & commitment	Procedures, consistency & control
Nurturing & facilitating relationship	Monitored & controlled relationship
Uses pluralist approach	Uses a unitary approach
Considers work groups, challenges and creativity on the job as motivators	Uses motivators- compensation, rewards, job simplification
Performance → Satisfaction	Satisfaction → Improved performance



PM

- Concerned with effective use of skills of people.
- Starts with recruiting & hiring & continues with directing & encouraging growth encountering problems & tensions arising in working towards established goals.
- Store salespeople, clerks in an office, operators in a factory, or technicians in a research laboratory.



Functions of PM

- Manpower planning
- Recruitments
 - Advertisement
 - Selection
 - Induction
 - Orientation
- Job responsibility
- Performance Appraisal
- Career advancement
 - Job enlargement
 - Job enrichment
 - Promotions
- Transfers
- Compensation
- Employee welfare services
- Personal information system



- Provides assistance to top management
- Advices the line manager
- Counseling
- Mediating
- Spokesman





Functions of Personnel Management

- Manpower Planning
- Recruitment
- Selection
- Training and Development

Manpower Planning



- Right

- Number



- Kind of people

- Place

- Time

- Things



Manpower Planning: Steps

- Manpower inventory
- Manpower forecasts
- Employment programmes
- Training programmes

Recruitment

- ✦ Internal Recruitment
- ✦ External Recruitment



Internal Recruitment

- Within organization, through :
 - Transfers,
 - Promotions and
 - Re-employment of ex-employees.

■ ↑ Employee's productivity → ↑ Motivation level

- Saves time, money and efforts.

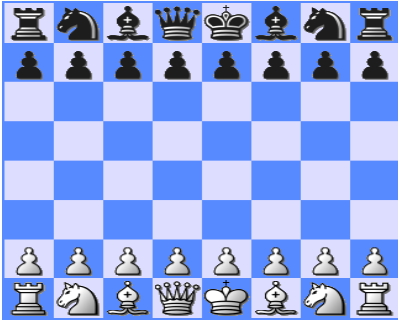
External Recruitment

- From outside the organization
- Include –
 - Walk-in,
 - Advertisements,
 - Employment exchanges,
 - Employment agencies,
 - Educational institutes,
 - Labor contractors,
 - References



Employee Selection

- Process of putting right men on right job.
- Procedure of matching organizational requirements with the skills and qualifications of to be employees.





Employee Selection

- Will result in -
 - Quality performance
 - Less of absenteeism
 - Low employee turnover problems.
 - Save time and money.
- Selection is different from recruitment.

Training

- For enhancing skills, capabilities and knowledge
- For increasing efficiency and productivity
- Types:
 - Orientation
 - Refreshers
 - For updating
 - For promotion and career growth

Additional Responsibilities of PM



- ❖ Classify jobs, prepare wage and salary scales.
- ❖ Disciplinary problems.
- ❖ Negotiate with unions
- ❖ Develop safety standards and practices.
- ❖ Manage benefit programs
- ❖ Periodic reviews of the performance of each individual employee
- ❖ To keep abreast of developments in PM





Improving Employee Productivity

1. Quality of Work Life
2. Flexible Benefits
3. Salary Compression
4. Productivity Measurement



1. Quality of Work Life

- Opportunities to employees for their personal growth, achievement, responsibility, recognition, and reward will lead to high quality job performance from them

PM Will Lead to Changes

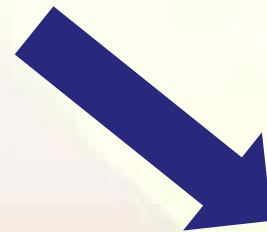


Detailed job descriptions with specific tasks and rigid instruction for how to do the work



Flexible, diverse work assignment allowing self-regulation, variety and challenge.

Structured chain of command, managers making decisions and supervisors bossing



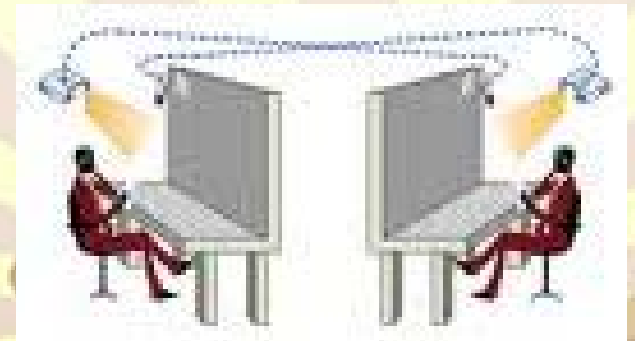
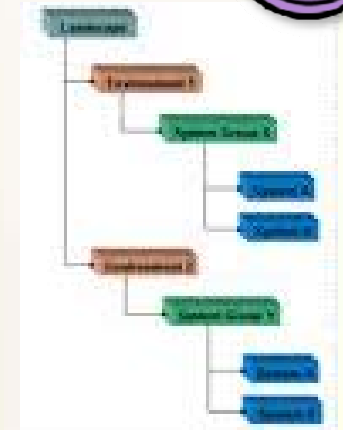
Worker involvement in planning, decision making and operating procedure.



Hierarchical channels of communications



Direct, fast two-way communication





Limited on-the-job
instruction



Advanced training,
educational and career
development
opportunities.



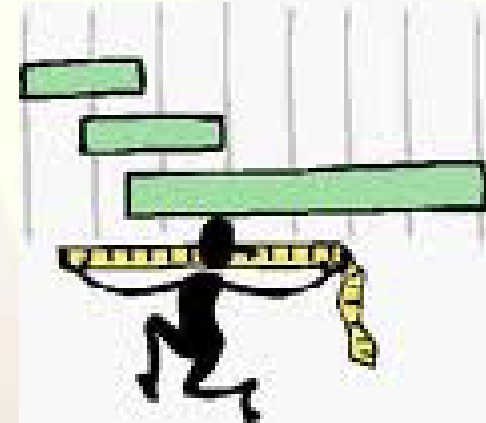
Job specialization
in one task



Shift allowed for every
employee to complete
many task by crossing
lines of specialization.



Obscure, irregular job evaluations



Objective job performance standards with
measures fairly administered





Careless or neglected safety and health conditions



Clean, safe and healthy working conditions.



2. Flexible Benefits

- The tailoring of benefits to satisfy specific needs is part of the quality of work life technique.



Effects of Benefits

- Different benefits appeal to different people.
- Everyone's needs are different.
- Attractiveness of a benefit :



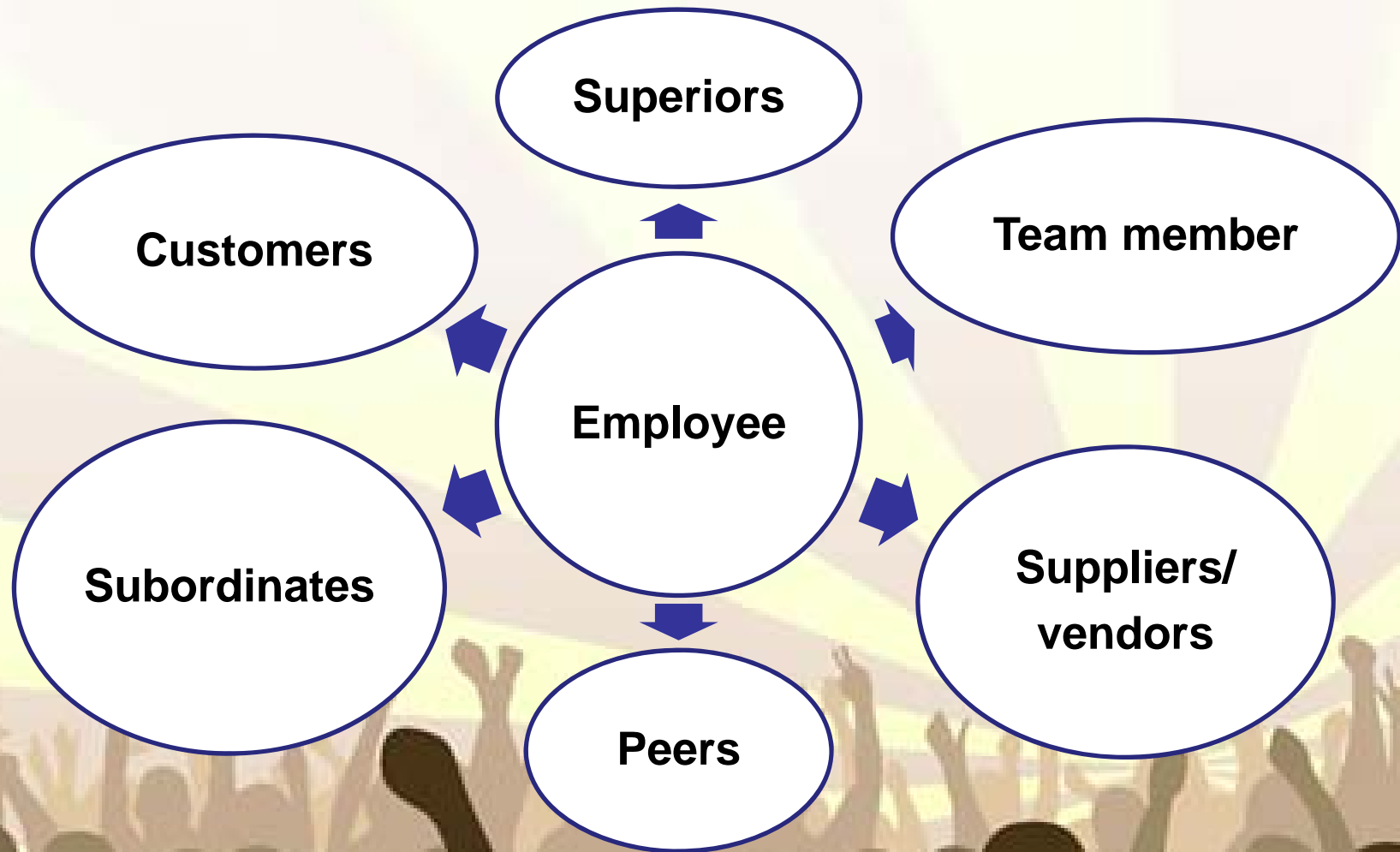
- Age,
- Education,
- Job experience,
- Job fulfillment,
- Marital status, and
- Family size

- Motivated by using company car- young
- A title or a professional association membership
- an older employee

360 ° Performance Appraisal



Multi-rater appraisal and feedback system





When you do a job well, you are

Rewarded

by being asked to do more!!!



Think How One Could Use:

- Parking privileges
- Extra vacation
- Child care
- Job titles
- Travel
- Professional or trade association memberships
- Recreational programs
- Scholarships
- Personal financial planning
- Loans
- Tuition refund
- Company car



3. Salary Compression

- The ultimate goal is to
 - Achieve the maximum result from the least effort,
 - The greatest profit for the least cost,
 - The largest output from the smallest input.



Case study

Rahul is an experienced employee, but he is complaining that his salary is not enough. The manager is puzzled because he has given him a raise month ago and the salary is competitive. Rahul seems ungrateful and his output is down. After talking with Rahul, the manager learns that he feels he should be paid more than Prem, a new employee. Rahul was hired two years ago at 6,62,000, a year. He's now making 6,98,500. But Prem, was just hired at 6,80,000. Rahul thinks he should have more to show for his two years experience compared to Prem, who is younger with no experience.



Analysis

- You realize that starting salaries have gone up at a faster rate than regular pay increases. Attracting educated employees was competitive.
- Result: the difference in pay got smaller between experienced and less experienced employees. This is called salary compression.

4. Productivity Measurement



- Productivity = Output / Input
- When deciding how and what to measure, consider :
 - What a person does,
 - How well,
 - How much, and
 - How often.





Developing a Personnel System

- Assessing Personnel Needs
- Job Analysis
- Job Description
- Job Specification
- Recruiting
- Compensation Issues

Health Personnel in Rajasthan



Particulars	In position
MPW(Female) /ANM at SC & PHCs	12271
Health Worker (Male) MPW (M) at SC	2528
Health Assistant (Female)/LHV at PHCs	1358
Health Assistant (Male) at PHCs	714
Doctor at PHCs	1542
Obstetricians & Gynecologists at CHCs	110
Physicians at CHCs	241
Pediatricians at CHCs	71
Total specialists at CHCs	651
Radiographers	269
Pharmacist	2355
Laboratory Technicians	2065
Nurse/Midwife	8425

Personnel Department: Issues & Challenges



- Shortages
- Imbalances
- Work overload
- Low productivity
- Freeze in salaries
- Insufficient investment
- Ambiguous ToR
- Inadequate pre-service training



PIS : Details

- Address
- Family details
- Qualification
- Postings
- Daily Attendance
- Leave
- Disciplinary Action & Punishment
- Previous Employment
- Properties
- Departmental tests passed,
- Training attended,
- Designation, retirement, length of service, place of working



Thank You

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