

“No duty the Executive had to perform was so trying as to put the right man in the right place.”

-Thomas Jefferson

Definition

Personnel management is that activity in an enterprise which serves to mould human resources in to an effective organisation , provides opportunity for maximum individual contribution , under desirable working conditions , promotes individual development and encourages mutual confidence and understanding between employees and employers as well as employees themselves.

Walter . D . Scott

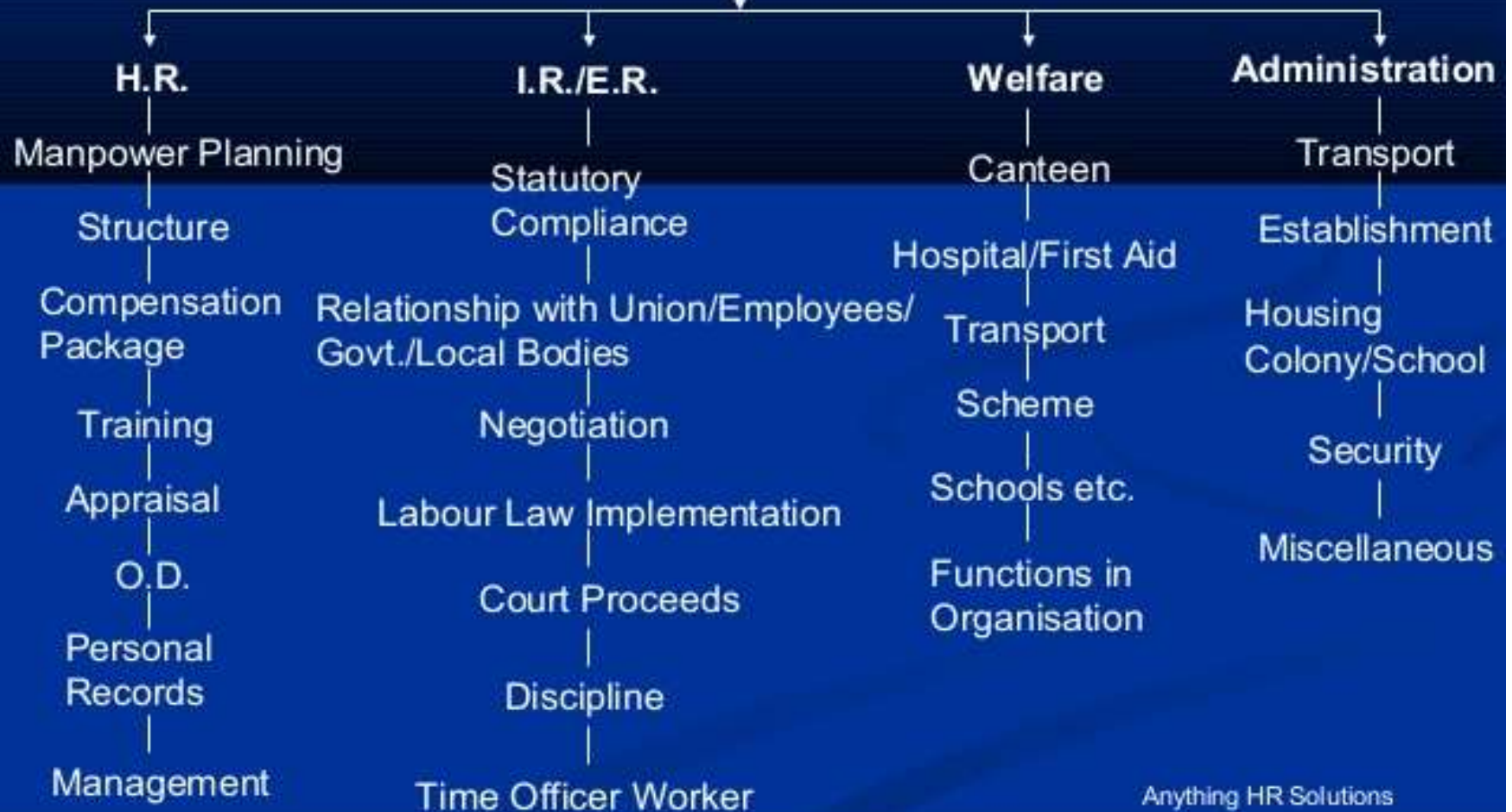


SCOPE

- **Employee counseling services**
- **Maintenance of good relationship**
- **Providing opportunity for each individual**
- **Best use of manpower**
- **Realization of well being of individual well being**
- **Formal & informal communications**

Personnel Management Concept

Role Function



His Faces

(no gender bias please !)



- H.R. Manager [HRD]
- Fire Fighter [IR]
- Care Taker [Welfare]
- Administrator [Admin.]

Personnel Management

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graph TD; PM[Personnel Management] --> MF[Managing Functions]; PM --> OF[Operative Functions]; MF --> MF_List["1. Planning<br/>2. Organizing<br/>3. Directing<br/>4. Motivating<br/>5. Controlling"]; OF --> OF_List["1. Procurement of Personnel<br/>2. Development of Personnel<br/>3. Compensation of Personnel<br/>4. Integration<br/>5. Maintenance"]
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Managing Functions

- 1. Planning**
- 2. Organizing**
- 3. Directing**
- 4. Motivating**
- 5. Controlling**

Operative Functions

- 1. Procurement of Personnel**
- 2. Development of Personnel**
- 3. Compensation of Personnel**
- 4. Integration**
- 5. Maintenance**

<i>Dimensions</i>	<i>PM</i>	<i>HRM</i>
a. Nature of relations	Pluralist	Unitarist or neo-unitarist
b. Perception of conflict	Conflict is institutionalized	Conflict is pathological
c. Contract	Emphasis on compliance	Beyond contract-commitment
d. Role of procedures	Rules dominated	Culture and values dominated
e. Planning perspective	Ad hoc, reactive	Integrated, proactive
f. Acceptability of unions	Acceptable	Not desirable
g. Level of trust	Low	High
h. Key relation	Labour-management	Customer
i. Management's role	Transactional	Transformational
j. Basis of job design	Division of labour	Teams
k. Key people	PM/IR specialists	Line people and general managers
l. Skill acquisition	Training & Development	Learning organization
m. Reward management	Standardized job evaluation	Performance related

PERSONNEL MANAGEMENT VS HRM

Personnel management is a predominantly administrative record-keeping function that aims to establish and maintain equitable terms and conditions of employment.

Human resource management integrates the traditional personnel management functions to corporate goals and strategies, and performs additional people-centered organizational developmental activities.

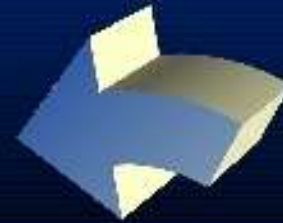
Structure of Organization

■ Depends on:

- Culture of Organization
- Size of Organization ~ Units, Branches, Overall Strength of Workforce.
- Activities
- Responsibility ~ Job Analysis of Positions.
- Minimize the size ~ Enrich the Job & Satisfaction

Influencing Factors On The Role

- Environment
- Culture
- Size
- Nature of Business



Role and Objectives of Personnel Management

- Build – up Culture, Philosophy & Leadership Style. Approach, Openness & Participation.
- Deal with human relations at work.
- Understand and resolve Inter-Personal problems.
- Identify job hazards and evolve conducive working conditions.
- Design organization structure and personnel policies.
- Evolve compensation package.
- Plan Recruit, Retain, Separation of employee.
- Maintain co-ordial & productive industrial relations vis-à-vis public relations.

Role and Objectives of Personnel Management

- Appraisal, Needs Analysis – Training & Counseling.
- Develop & respect human being at work (process of HRD).
- Develop system of evaluation – reward – suggestion to improve production – productivity and gain employee commitment.
- Discipline, Welfare and Administration.
- Career and growth planning of employee.
- Ensure service to community, shareholders, customers, public and creditors creating best image to organizations.
- Handling of 3P's (People, Productivity & Profitability) is an art which decides survival and growth of company in competitive world.



Objectives of Personnel Assessment

- Recruitment and Selection
- Performance Management
- Confirming employees on probation
- Compensation (Increments)
- Training and Development,
- Career Management
- Promotions / Transfers
- Check effectiveness of HR programmes



AREA

- ☐ Staffing
- ☐ Training and development
- ☐ Wages & salary
- ☐ Motivation
- ☐ Employee welfare
- ☐ Labour relations
- ☐ Employee record



RECRUITMENT & SELECTION

RECRUITMENT—ADVERTISING ,
CAMPUSING , EMPLOYEE REFERRAL ,
AGENCY.

SELECTION :- INTERVIEW BY
PERSONNEL DEPT-----INTERVIEW BY DEPT
HEAD ----PRE EMPLOYMENT TEST----
CHECK OF REFERENCE--- FINAL DECISION
BY ADMIN – ISSUE OF APPOINTMENT
LETTER





DISCIPLINE

Reason for taking disciplinary action:- acts , omissions

Actions– warnings , fine , suspension , withholding increment , demotion , termination

Steps:- preliminary enquiry , departmental enquiry

Charge sheet , report of enquiry officer-----show cause notice



Wages AND Salary

- ***Wages*** is best associated with employee compensation based on the number of hours worked multiplied by an hourly rate of pay
- ***Salary*** is best associated with employee compensation quoted on an annual basis.

TRAINING & DEVELOPMENT



HR INDUCTION

DISASTER MANAGEMENT

OCCUPATIONAL SAFETY

THE TRAINING CYCLE



JOB DESCRIPTION

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graph LR; A[JOB DESCRIPTION] --> B[ROLES & RESPONSIBILITIES]; C[JOB SPECIFICATION] --> D[QUALIFICATION TRAITS EXPERIENCE SKILL, KNOWLEDGE]
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The diagram consists of two horizontal flowcharts. The top flowchart has a yellow box on the left labeled 'JOB DESCRIPTION' in pink text, with a black arrow pointing to a light blue box on the right labeled 'ROLES & RESPONSIBILITIES' in black text. The bottom flowchart has a green box on the left labeled 'JOB SPECIFICATION' in white text, with a black arrow pointing to a blue box on the right labeled 'QUALIFICATION TRAITS EXPERIENCE SKILL, KNOWLEDGE' in white text.

**ROLES
&
RESPONSIBILITIES**

JOB SPECIFICATION

**QUALIFICATION
TRAITS
EXPERIENCE
SKILL , KNOWLEDGE**

MOTIVATION

REWARD

RECOGNITION

RETENTION





COLLECTIVE BARGAINING

Collective bargaining is a process of discussion & negotiation between two parties for agree upon the conditions of work. Mostly happened between union & management.

Absenteesm & turnover

- **Economic factors**
- **Work schedule**
- **Personal disposition**
- **Job satisfaction**
- **Professional attachment**
- **Promotional avenues**
- **Organisational commitment**
- **Empowerment & autonomy**
- **Management style**



PERFORMANCE APPRAISAL

CONCEPT

OBJECTIVES

METHOD

MEASURES

BARRIERS

EVALUATION



Determining
performance
expectations

Supporting
performance

Reviewing
performance
standards

Reviewing and
appraising
performance





SENIORITY

PROMOTION

**HIGH
QUALIFICATION**

**SENIORITY
CUM
MERIT**



Conflict resolution

- **Intrapersonal conflict**
- **Interpersonal conflict**
- **Interorganisational conflict**

Mode of conflict resolution

confrontation

bargaining

avoiding

smoothing

forcing

EMPLOYEE GRIEVANCES



**ECONOMICAL , WORKING
ENVIRONMENT , JOB RELATED
RELOCATION , VICTIMIZATION AND SO
MANY**

Receiving the grievance



Reviewing the grievance



Analysis and decision

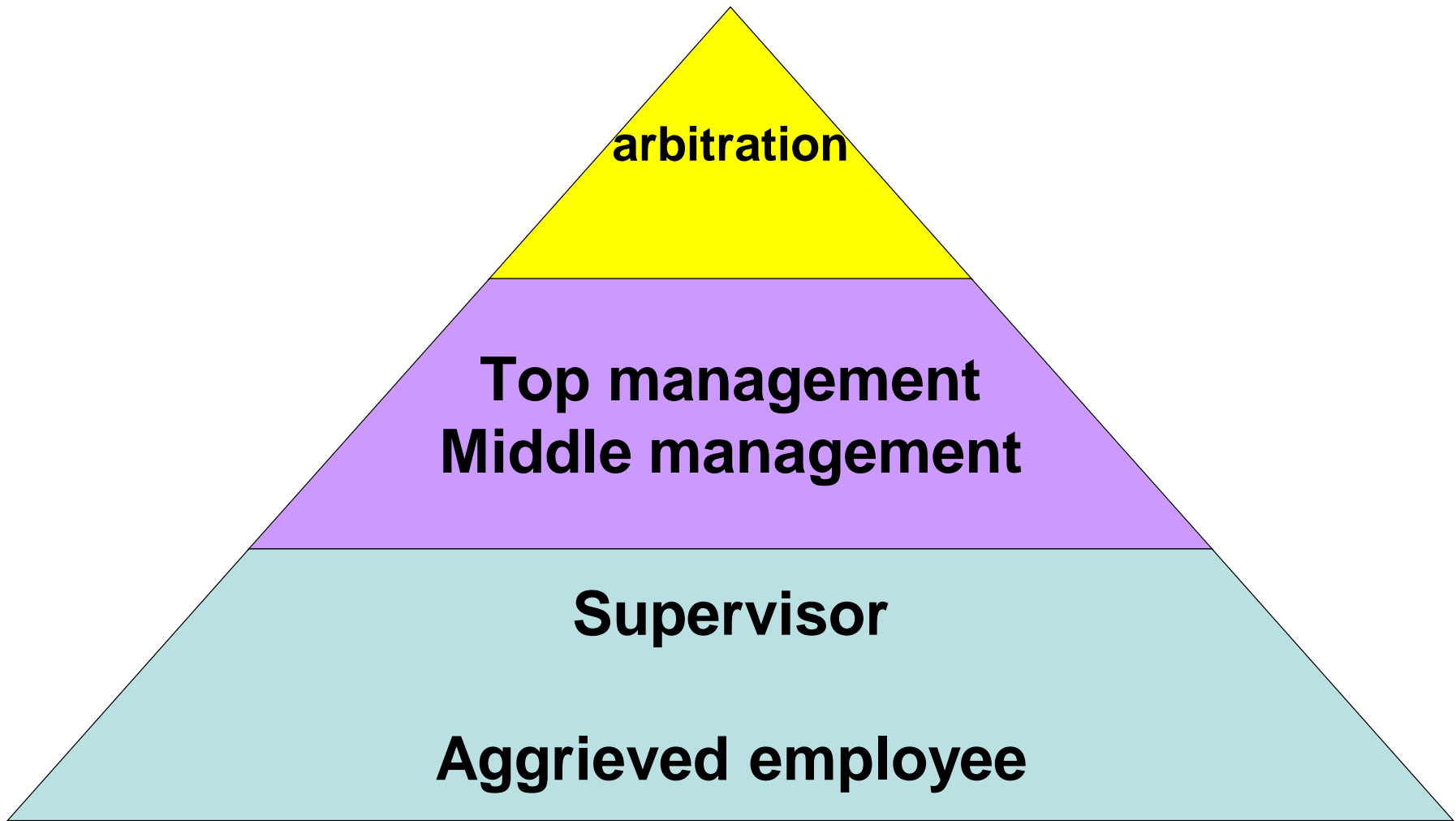


response



Follow up

steps



Grievance handling procedure



General impression of manager

Guided interview

Company records & reports

The survey questionnaire method

Employee Satisfaction





THANK
YOU!