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

<table>
<thead>
<tr>
<th>Facility Management</th>
<th>Fiscal Management</th>
</tr>
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<tbody>
<tr>
<td>Information Services Management</td>
<td>Risk Management</td>
</tr>
<tr>
<td>Personnel Management</td>
<td>Sales Management</td>
</tr>
<tr>
<td>Program Services</td>
<td>Planning &amp; Development</td>
</tr>
</tbody>
</table>

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Definitions

- Planning, organizing, compensation, integration and maintenance of people for organizational, individual and societal goals.” (Flippo)

- Obtaining, using and maintaining a satisfied workforce.
<table>
<thead>
<tr>
<th>H R M</th>
<th>P M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous, on-going</td>
<td>Administrative function</td>
</tr>
<tr>
<td>Proactive, anticipating, planning and advancing continuously</td>
<td>Reactive, responding to demands</td>
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<tr>
<td>Facilitates greater flexibility</td>
<td>Set rules and regulations</td>
</tr>
<tr>
<td>Business needs &amp; commitment</td>
<td>Procedures, consistency &amp; control</td>
</tr>
<tr>
<td>Nurturing &amp; facilitating relationship</td>
<td>Monitored &amp; controlled relationship</td>
</tr>
<tr>
<td>Uses pluralist approach</td>
<td>Uses a unitary approach</td>
</tr>
<tr>
<td>Considers work groups, challenges and creativity on the job as motivators</td>
<td>Uses motivators- compensation, rewards, job simplification</td>
</tr>
<tr>
<td>Performance ➔ Satisfaction</td>
<td>Satisfaction ➔ Improved performance</td>
</tr>
</tbody>
</table>
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

- Advises 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 $\rightarrow$ Motivation level $\uparrow$

- 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

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

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

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360° Performance Appraisal
Multi-rater appraisal and feedback system

- Supiors
- Customers
- Subordinates
- Team member
- Suppliers/vendors
- Peers
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

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

(Source: RHS Bulletin, March 2008, M/O Health & F.W., GOI)
Personnel Department: Issues & Challenges

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

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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

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Thank You

For more details log on to:

www.sihfwrajasthan.com

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