UNIT 1  INTRODUCTION TO PERSONNEL MANAGEMENT

Structure
1.0  Objectives
1.1  Introduction
1.2  Evolution of Personnel Management
1.3  Meaning and Definitions of Personnel Management
1.4  Scope of Personnel Management
1.5  Philosophy and Objectives of Personnel Management
1.6  Aims and Objectives of Nursing Personnel Management
1.7  Characteristics of Sound Personnel Management
1.8  Functions of Personnel Management
    1.8.1  Responsibilities of Personnel Manager
1.9  Let Us Sum Up
1.10  Answers to Check Your Progress

1.0  OBJECTIVES

After completing this unit, you should be able to:

- explain the meaning of personnel management as a part of resource management;
- discuss the philosophy and objectives of the personnel management in nursing practice;
- describe the scope of personnel management in an organization and identify the key factors for success in personnel management; and
- list down the main functions of the personnel management and discuss the activities performed by a personnel manager in relation to resource management.

1.1  INTRODUCTION

The general management with its wide range of responsibilities like material management, manpower management, financial management, etc., should give its maximum attention on the human resources which requires utmost care. Personnel require welfare sources, staff development programmes, career progress and such type of many more needs which increase their efficiency to bring best results to organization.

The organizational performance and effectiveness depend on the behaviour, performance: activities of its people. People are to be managed, developed and treated as an asset for the welfare of the organization. These people or in other words manpower or human resources are the 'personnel' with whom the management is expected to maintain cordial relations. Personnel in other words, a group of people come together to accomplish certain tasks to achieve certain goals through their efforts and these efforts are facilitated by any agency or an organization which we call as 'personnel management'. In this unit you will come to know meaning, scope of personal management and characteristics, functions of personal management. At the end you will identify the responsibilities of Personal Manager.

1.2  EVOLUTION OF PERSONNEL MANAGEMENT

To know in detail about Personnel Management, the concepts of Management are to be clearly understood. Your previous courses and units helped you to achieve this. The following few lines may help you to review/recollect the meaning of general management so that the concept of 'personnel management' may be clearly understood by you.
Management is a process whereby various resources are integrated into a total system for objective accomplishment. It tries to bring about a co-ordinated efforts of many individuals or many groups to achieve specified goal.

Management is a 'System of Authority', a legal right to command or direct others to act in a prescribed manner. Qualified and trained personnel selected as managers manage the organization.

Management process is guided by definite objectives; performance of organized activities; maintenance of certain definite relationships (human, etc.). Management process involves decisions to get the tasks done through resources. These decisions are the policies which help the organization and the personnel work smoothly towards achievement of organizational goals.

The word ‘personnel’ in an organization is used as a synonym to ‘manpower’ or people. Megginson defined ‘Manpower’ as the total knowledge, skills, creative abilities, talents and aptitudes of an organization’s work force as well as the value, attitude and beliefs of the individuals involved.

Manpower management includes planning, selection, training and development of human resources of the organization. Personnel management is the management of manpower. This deals with planning, organizing, directing and controlling the personnel functions of the organization. It is a major part of the managerial process. A personnel department facilitates personnel management.

To form an organization there is a need for more people. These people should be suitable to accomplish the tasks specified to achieve the organizational objectives. The personnel management as a major sub-system or an expanded area of the organization is concerned with the recruitment, selection, development, utilisation and motivation of manpower towards the success of the organization. To make the tasks easy, personnel departments are established whose managers are entrusted with the responsibilities of managing the problems of the personnel employed in that department. Nursing service department is an example in which nursing manpower is appointed and their personnel matters are dealt with by the personnel manager (Matron/Nursing Superintendent).

Personnel Management is people-centered and its objective is the maintenance of better human relations in the organization by development, application and evaluation of personnel policies, procedures and programmes relating to the individuals in the organization to optimize the contribution towards organizational objectives.

Its aim is to make the best use of the human resources for which it includes the recruitment of right kind of people according to jobs, their training and development to do the work, their welfare to maintain their morale and incentives to boost their interest in order to reach the ultimate objectives of the organization.

It puts efforts to retain the competent staff, their interest to work which is the most difficult task. All the tasks of personnel management are usually entrusted to a department known as personnel department.

The term personnel management is also used as 'manpower management', including industrial relation, labour relation, personnel administration etc. Altogether it conveys the meaning that it is concerned with maintaining a satisfactory human resources who obtain maximum satisfaction out of their work to achieve best results in the organization.

Personnel management deals with the effective control and use of manpower or human resources and it is concerned with the procurement and maintenance of a satisfactory and satisfied manpower (personnel).

**Evolution**

During 19th century, when industrialization grew, manpower or workforce termed as labour was not shown any consideration or importance and the employees were treated as products or commodity. Without any consideration, at any time they could be hired and fired. The problems and development of those labourers in industries were not taken care of. There was no one called as Labour Welfare Officer.
It is the 'industrial revolution' which brought changes in advancement in science and technology and also changes in manpower. There was a change in the ways of dealing with human beings and their development started receiving due importance. The human relations started considering the powers and abilities of human beings. Labour word was replaced by 'manpower' which meant that the power of human beings was the influencing factor in running the organization and there came a realization that without manpower, there is no organization. 'Man' seemed to be potential sources of having powers (physical, intellectual etc.).

Manpower became significant in industries. Since manpower is made up of people or 'persons' gradually the word 'personnel' came into practice.

The concept of human welfare was originated in industries with a belief that the human beings work and their interest in work has direct impact on productivity. In order to increase the efficiency of human beings, welfare becomes of maximum concern with whose efforts. there is a scope for best results in industries. Human relations and human welfare etc. created a separate officer as 'welfare officer' who was assigned the duties of labour welfare management, as a development for giving importance to 'individual'.

New classical theory, the 'Behavioural Approach' came into light in 1920s with an emphasis on 'group philosophy' and social attitudes instead of only on individual. This group concept and group related matters are already studied by you in other courses as 'group dynamics' and 'human relations' etc.

The significance of this approach is seen in other units such as communication, leadership, supervision etc. The concepts of 'resource management' are also derived from the above approach, management of resources with behavioural approach. One of the resources, 'human' or 'personnel' is managed in the organizations with the new concepts of acquiring maximum satisfaction by those people who work for and in the organization using new techniques and tools of 'personnel management'.

Classical theory is job-oriented approach whereas behavioural theory is personnel or employee-oriented. The behavioural approach derived from behavioural sciences emphasizes on human relations which applies a systematic, objective understanding of the human element in the management. Behavioural approach is appreciated more than 'classical' as it helps in developing satisfactory and favourable working conditions and it has also led to application of new concepts such as open communication, participative supervision, job satisfaction and job enrichment, informal leadership, motivation, group dynamics etc. This approach is utilized in developing managers and administrators which encourages interpersonal relations among the people working together. More emphasis is laid on the 'individual' instead of machine or only on production. The individual is considered as a social animal and importance is given to his attitudes, morale, satisfaction and development. The personnel management, based on 'human relations perspective' takes care of the following aspects as a socio-psychological approach to management. The existence and the development of people in organizations depend on the complex interpersonal and social relations between different human beings.

The management which considers the people as important members of the organization believes in socio-psychological approach through which the human beings or the personnel, their needs receive utmost care and concern. The following section describes the meaning of this type of management in organization.

1.3 MEANING AND DEFINITIONS OF PERSONNEL MANAGEMENT

Personnel management is defined in many ways by several writers. To understand its meaning it can be simplified as:

Personnel means the body of persons engaged in any service and 'Management' applies to 'application of skills'. Walter D. Son defined personnel management as that activity in an enterprise which strives to mould human resources into an effective organization, provides opportunity for maximum individual contribution under desirable working conditions, promotes individual development and encourages mutual confidence and
understanding between employees and the employer as well as among employees themselves.

The definition adopted by Indian Institute of Personnel Management at the end of Second World War was — **Personnel Management** is that part of the management function which is primarily concerned with the human relationships with the organization. Its objective is the maintenance of those relationships on a basis which, by consideration of the well-being of the individual.

With the growth and development in the country and other places the above definition was modified in 1963 in the following way:

**Personnel Management** is a responsibility of all those employed as specialists, who manage people as well as the work of those who are employed. It is that part of management which is concerned with people at work and with their relationships within an enterprise.

It applies not only to industry and commerce but to all fields of employments.

You are already familiar with the functions of administration and management, as you have learnt some elements of administration in other related course.

With the help of those general functions **personnel management** is also defined by Edwin B. Fippino as ...the planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organizational goals.

Personnel management is an important part of the management process which is primarily concerned with the human constituents of an organization and the methods adopted are focused on the development of the potentialities of employees for the success of the organization. The personnel get maximum satisfaction out of their work and put efforts for the improvement of organization.

It is purely people or personnel-centred management and its main objective is effective utilisation of human resources. It is an instrument to attain the established objectives of the organization.

It is described as a process of planning, organizing, team building, executive action and controlling — the personnel with a view to attain maximum efficiency and to get best results.

Personnel management even though is not clearly distinguished as a separate entity in hospitals or in nursing, the respective departments, e.g. nursing, medical, technical, etc., are made responsible for managing the staff of their respective departments. There is no post designated as labour 'Welfare Officer' as in industries but the heads of the departments with the help of their line staff perform the activities of 'personnel management'. A personnel department is available in some big hospitals which is delegated the authority for manpower selection and recruitment. But even then the managerial heads are also made responsible for the same activities. A Nursing Superintendent is a personnel manager who is responsible for nursing personnel's work, welfare and development.

### 1.4 SCOPE OF PERSONNEL MANAGEMENT

Personnel management is the expansion of general management which shoulders the total responsibility of human resources of the organization. The above definitions emphasize on important areas which personnel management is interested to include in its scope. In a nutshell personnel management as a management process includes planning, organizing, coordinating, controlling and evaluation of the personnel. At the same time it is concerned with the welfare, development and human relations of its manpower or human resources. Since it deals with manpower it takes care of

- **Staffing** — selection, recruitment and retention
- Training and development
Economic resources — wages and salaries

Motivation for staff development — for personnel and organizational growth

Creating favourable working conditions — for personnel welfare and development

Human relations — respect to individuality and welfare of the individual, communication processes — both formal and informal.

The scope is wide and in larger organizations the executives or managers cannot carry out all the functions of personnel management. Hence to make the responsibilities easy, personnel departments with 'personnel managers' as heads or supervisors are established. The responsibilities are delegated to some extent to personnel departments but on the whole, the responsibility lies with the Managers/Directors of Personnel Management.

Personnel department is entrusted with special functions such as developing procedures for employment for particular jobs, e.g., Nursing service department for appointing nursing personnel develops procedures and specifies the requirements necessary for recruiting and selecting the nurses according to the need of the department/organization.

Personnel department is a part or a helping structure or device of the personnel management. The Director/Executive of the personnel management is accountable to the total processes performed through departments even though the responsibility is delegated to supervisors/heads of departments.

1.5 PHILOSOPHY AND OBJECTIVES OF PERSONNEL MANAGEMENT

The philosophy and objectives of personnel management are based on:

- Organization is a social system but not 'techno-economic'.
- Human being's social and job satisfaction lead to quality and efficiency of work.
- A human-being is a social animal and his behaviour is influenced by groups around him as he cannot be isolated from the group.
- Human beings or people working are part of the organization and they are capable of self direction, control and development. Their participation as a style of leadership and management helps for the survival and growth of the organization.
- The motivational factors not only depend on the economic gains or incentives but largely on the social and psychological satisfaction. Job satisfaction by meeting the above needs is considered to be a highly motivating factor.

Personnel Management in other words:

1) Is a method of managing human resources (people).
2) It works with the help of humanistic behaviour or human relations.
3) Its management is personnel (people)-centred.
4) It is a method or adopts methods for developing the potentialities of employees or personnel for achieving the best results in the organization.
5) It is concerned with all the matters related to employment, employees' welfare, personnel satisfaction and morale, motivation as it believes that motivated, satisfied employees with high morale would help the organization with their interests to achieve organizational goals.
6) It is a process of planning organizing, controlling and creating team building (group philosophy) in the personnel with a view to get the best results.

Objectives of Personnel Management

As the term indicates that it is concerned with the personnel, their interests, their motivation, welfare, morale, satisfaction and development etc., its objectives are mainly...
Personnel management is directed to personnel or people keeping in mind that without personnel’s efforts, the organization cannot achieve its goals successfully.

Its aim is not only having the personnel in required number, but also to see that they are properly utilised and retained in the organization.

The objectives of personnel management are to:

- obtain useful and competent workers.
- motivate and help the personnel for their maximum contribution to the personnel department/organization.
- establish a conducive, favourable atmosphere and relationship between employees and employers.
- help the workers to work smoothly with utmost job satisfaction.
- develop the potentialities of its employees to acquire maximum satisfaction from the work they are expected to do by providing adequate opportunities to exercise their rights and freedom for development.

1.6 AIMS AND OBJECTIVES OF NURSING PERSONNEL MANAGEMENT

To attract and retain competent professional nurses and other personnel in order that nursing service may be effectively and economically achieved and constantly improved and to provide service which contribute to health, development of efficiency and contentment of the personnel.

Objectives of Nursing Personnel Management

1) To employ those nurses best fitted by education, skill and experience to perform prescribed work.

2) To guarantee fairness in the maintenance of discipline.

3) To upgrade and promote existing staff wherever possible.

4) To take all practical steps to avoid excessive hours of work.

5) To ensure greatest practicable degree of permanent and continuous employment.

6) To maintain standards of renumeration comparable to those that prevail in similar positions.

7) To provide and maintain a high level of physical working conditions with particular reference to prevention of accidents, maintenance of health and rehabilitation of sick and injured employees.

8) To maintain effective methods of regular consultation between administration and employees.

9) To provide means of orientation, inservice education and evaluation of employees to enable them to secure competence in performance of their duties and fit them for promotion.

10) To encourage social and recreational facilities for employees.

11) To develop appropriate schemes for welfare of employees.

12) To maintain personnel records which serve various purposes:

   - For legal requirements.

   - To provide an evidence that the organization or hospital is carrying out its employment agreements. Show basis on which individuals were employed e.g. application forms, appointment letters, job-description, etc.

   - employee performance and progress records for evaluation purposes.

You have studied till now about the meaning, scope and definition and objectives of personnel management. Before proceeding further try to answer to:
Personnel Management in an organization is the main supporting structure through which the organization achieves its goals to the maximum extent. Unless and until this 'management' has well defined objectives and responsibilities, it does not serve the purpose of its existence. Its representatives or department should be sound enough to fulfil its duties. The staffs' interests, high morale, efficiency at work, effective human relations, team spirit, group co-operation, less absenteeism etc. are the signs of having a sound personnel management in the organization.

It is very difficult to see that all the above positive aspects in personnel working in an organization especially in a hospital where there are varieties of people and problems. Personnel come across and deal with different people with multiple or different problems. Despite the above problems, if staff are kept satisfied and are made to feel that their services are appreciated and their needs are taken care of by the organizational authorities, there would be a sense of commitment and enthusiasm to work. If they are provided with the opportunities for professional and personal development, they would feel more satisfied with the type of management.

You may daily have some kind of dialogue with your colleague about the management's functions and you may criticize or praise and even may remark saying that your institutions management is good in terms of treatment to employees. This treatment may be in relation to provision of facilities or paying sufficient amount of salaries or looking after the welfare of the employees etc. This management is no other management except personnel management which you talk about routinely. It receives continuous attention from the employees either in the form of 'praise' or 'criticism'.

In order to have all 'praises' from its staff, the personnel management should function efficiently and effectively. A sound personnel management should have certain specific characteristics, to function well in an organization.

Look at those characteristics from the below given list.

### 1.7 CHARACTERISTICS OF SOUND PERSONNEL MANAGEMENT

**Key Factors for Success**

It should have:

- Right people on right job.
Personnel management sees for better results with a co-operation and collaboration of people. To accomplish this it is mainly concerned with: (1) procedures of recruitment, selection and placement of personnel; (2) terms and conditions of employment; (3) remunerations; (4) working conditions; and (5) maintenance of staff morale, motivation and other aspects related to personnel and their welfare and development.

In a hospital the subunit of personnel management for nursing service is Nursing Service Department. In order to achieve the principles of sound personnel management, the nursing managers should try to achieve main objectives such as:

1) To encourage team spirit and team cooperation to achieve team work

2) To improve the quality and standards of nursing care by improving the nurses' working efficiency

3) To help in the development of each staff member (nurse) to her highest potential.

These are only few but it is necessary to remind yourself to recollect the functions of management studied before in other courses to relate in a proper way to personnel management. At the same time you are expected to review the unit on 'group dynamics', 'leadership', 'communication', 'supervision' and other areas related to personnel management to understand the significance of sound management for organizational as well as personal growth and development.

The important components of management functions are planning, organizing, staffing, directing, coordinating, reporting and budgeting. In order to accomplish these functions the personnel department/management does the following activities with the help of its managers.
1.8 FUNCTIONS OF PERSONNEL MANAGEMENT

It involves both management as well as operative functions:

<table>
<thead>
<tr>
<th>Managing Functions</th>
<th>Operative Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Planning</td>
<td>1) Procurement</td>
</tr>
<tr>
<td>2) Organizing</td>
<td>2) Development</td>
</tr>
<tr>
<td>3) Directing</td>
<td></td>
</tr>
<tr>
<td>4) Controlling</td>
<td></td>
</tr>
</tbody>
</table>

The management functions of administration are already known to you.

The operative functions of Personnel Management involve selection, recruitment and placement of right kind of personnel in right places to accomplish organizational objectives.

The procurement of personnel is a difficult job for which it covers calling for applications, scrutinizing the applications, conducting necessary interviews and inducting the right personnel.

Personnel development and welfare are other important components in operative functions which are essential for the success of the organization. The knowledge and skills are to be refreshed and updated according to the changing scenario in terms of technology and changed tasks.

The personnel need adequate and proper remunerations as compensation. In the planning stage itself the wages or salaries and the increments/rewards are to be decided upon. In other words the economic compensation should be worked out and written in detail about wage policies, systems and rewards as per the job evaluations.

Psychological satisfaction and maintenance of interest etc. are also part of the compensation which needs to be taken care of by the personnel management.

Personnel management has other important challenging functions such as integration and maintenance of staff. Their welfare is of great concern to the organization which includes physical facilities, health and safety measures and boosting their morale and interest to have positive attitude towards the organization and organizational objectives.

Check Your Progress 2

1) List the functions of Personnel Management?

2) What do you mean by compensation to personnel in an organization?

In order to achieve its objectives, Personnel Management is expected to accomplish the following tasks which include managerial and operative functions.

Main Activities of Personnel Management

1) Recruitment of right personnel for the kind of jobs

2) Placement of employees
3) Developing and conducting induction training and orientation programmes
4) Developing job descriptions
5) Developing and implementing the procedures of job analysis and job evaluations
6) Planning and arranging for staff development training programmes
7) Identifying the potentialities in personnel and assigning jobs for maximum outputs
8) Organizing and arranging staff welfare programmes and facilities
9) Ensuring adequate human relations and human contacts between employees and employers
10) Encouraging co-operation among workers and seeing to the smooth functioning of the organization
11) Developing the potentialities of each and every individual
12) Taking responsibility for protecting and maintaining physical, social and emotional health of the individual
13) Creating and maintaining a high level of interest and morale among employees.

All these activities reveal that the Personnel Management has a responsibility and concern with procurement, placement, training and development, maintenance of the personnel of an organization to work with their maximum satisfaction with efficiency and economy to accomplish the organizational goals to achieve the best results.

It has also some other important functions for the smooth functioning of the organization. Some of them are:

1) Arranges welfare services: It not only takes responsibilities for the physical health of the personnel but also arranges social well being services of the employees such as pension schemes, provident funds, group insurance scheme, loan facilities etc.
2) Maintains records which help to obtain the statistical figures in relation to employees development, turn over, absenteeism, etc. These records act as guide for future planning and development.
3) Plans and provides safe and favourable working conditions to work smoothly and satisfactorily to achieve maximum results.
4) Establishes sound policies according to the abilities and competencies of the personnel for promotions.
5) Keeps in touch with the day to day changes in the society and tries to meet the economic, social and psychological needs of the personnel and develops pay rolls with due consideration to organization goals.
6) Tries to conduct research by identifying personnel areas to bring changes for improvement in the personnel, functioning, policies as well as in the organization.
7) It maintains labour relations by resolving conflicts through collective bargaining and settles the disputes favourably and looks after the grievances of the personnel with a view to solve the problems.

1.8.1 Responsibilities of Personnel Manager

S/he is authorised to exercise authority and leadership over other personnel. His/Her functions are managerial but not operative. An operative cannot exercise authority over others but performs specific tasks or duties under managerial supervision. In other words a personnel manager is expected to perform basic functions of management. They are to:

- maintain effective communication and co-ordination throughout organization.
- advise and assist the subordinates in solving personnel problems.
- formulate, implement and evaluate the personnel policies of the organization with the help of other managers.
• plan and implement the personnel welfare services.
• monitor the personnel activities by direct supervision and delegation of responsibility to concerned authorities.

The personnel manager is also a part of staff who assists the line managers (the managers of sub units) to supply adequate number of personnel and helps them in relation to staff, training and development.

In a hospital Deputy Nursing Superintendent may be delegated the responsibilities of this function who not only assists the Matron or Chief Nursing Officer (CNO) to carry out the primary functions of Nursing Service department but also sees to the staff placement and their development. At the most she may consult the CNO for final approval or suggestion.

The department of Nursing sees to the managerial as well as operative functions in most of the hospitals. Only in some institutions a separate personnel department may exist which looks after the operative functions. The nursing experts may be actively involved in planning and procurement stage.

This unit has tried to briefly introduce the 'Concepts and Functions of Personnel Management. The other following units describe and discuss about main functions of this management such as Manpower Planning and Staff Development, Budgeting etc. Personnel management is smoothly carried out with the help of decision-making processes which are otherwise known, as personnel policies. The next unit explains in detail about personnel policies which are important tools of personnel/resource management.

Check Your Progress 3

1) List main activities of personnel management.

2) List the basic functions of personnel manager.

1.9 LET US SUM UP

Personnel management is an expansion of general management which aims at maintaining the human relations, group building, human welfare and development of personnel working in organizations. The concept was initiated in industries where the individuals welfare and interest received maximum importance for the growth of the organization. The result was the creation of labour welfare officers. In nursing, the heads of the departments are entrusted with the responsibilities of staff welfare and development.

Personnel management performs its tasks through a personnel department which is entrusted with the responsibilities of dealing with all the matters concerned and related to human resources of the organization.

Personnel manager appointed by the management performs managerial functions with the help of line staff. He is responsible to look after the activities related to all personnel at all levels to the highest possible degree for their welfare and development.
The management as it is concerned with manpower obtaining and retaining them in appropriate places, it performs both managerial as well as operative functions such as planning, organizing, team building, executive action and controlling — the personnel to achieve maximum efficiency to get the best results.

In summary personnel management means working together and achieving the best results.

1.1 Answers to Check Your Progress

Check Your Progress 1

1) a)
2) a)
3) c)

Check Your Progress 2

1) It involves both management as well as operative functions:

<table>
<thead>
<tr>
<th>Managing Functions</th>
<th>Operative Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Planning</td>
<td>1) Procurement</td>
</tr>
<tr>
<td>2) Organizing</td>
<td>2) Development</td>
</tr>
<tr>
<td>3) Directing</td>
<td></td>
</tr>
<tr>
<td>4) Controlling</td>
<td></td>
</tr>
</tbody>
</table>

2) Compensation relates to wages and salaries and increments/rewards paid to the personnel by the organization. Psychological satisfaction and maintenance of interest of the employees is also part of the compensation.

Check Your Progress 3

1) a) Recruitment of right personnel for the kind of jobs
   b) Placement of employees
   c) Developing and conducting induction training and orientation programmes
   d) Developing job descriptions
   e) Developing and implementing the procedures of job analysis and job evaluations
   f) Planning and arranging for staff development training programmes
   g) Identifying the potentialities in personnel and assigning jobs for maximum outputs
   h) Organizing and arranging staff welfare programmes and facilities
   i) Ensuring adequate human relations and human contacts between employees and employers
   j) Encouraging cooperation among workers and seeing to the smooth functioning of the organization
   k) Developing the potentialities of each and every individual
   l) Taking responsibility for protecting and maintaining physical, social and emotional health of the individual.
   m) Creating and maintaining a high level of interest and morale among employees.

2) a) Arranges welfare services: It not only takes responsibilities for the physical health of the personnel but also arranges social well being services of the employees such as pension schemes, provident funds, group insurance scheme, loan facilities etc.
   b) Maintains records which help to obtain the statistical figures in relation to employees development, turn over, absenteeism, etc. These records act as guide for future planning and development.
c) Plans and provides safe and favourable working conditions to work smoothly and satisfactorily to achieve maximum results.

d) Establishes sound policies according to the abilities and competencies of the personnel for promotions.

e) Keeps in touch with the day to day changes in the society and tries to meet the economic, social and psychological needs of the personnel and develops pay rolls with due consideration to organization goals.

f) Tries to conduct research by identifying personnel areas to bring changes for improvement in the personnel, functioning, policies as well as in the organization.

g) Maintains labour relations by resolving conflicts through collective bargaining and settles the disputes favourably and looks after the grievances of the personnel with a view to solve the problems.