

Modern Techniques of Personnel Administration

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ADMINISTRATION is management of personnel and material in such an organised and co-ordinated manner so as to reap the maximum benefits with minimum costs and efforts. Material can be standardised and this depends upon the type of operation, personnel is the real dynamic factor affecting the management of affairs. Administration, the new techniques of personnel management are coming into the fore-front giving it more and more human touch. Modern studies and experiments in psychology are responsible for rapid and over-all changes. Any worker according to present trends, should be considered in his total situation and not in parts. Satisfaction of workers, is successful administration. In the discussion below, it attempts to throw light on the main techniques, followed in personnel management of Nursing Administration. As nursing profession is also influenced by outside changes and cannot lag behind in its progressive and fast-changing ideas while keeping pace with daily advancing world.

Policies are pre-requisite for any administration. Personnel policies which are written and clearly defined are the most important factors as they give a sort of guarantee of fair and equitable treatment to the employee and relieves the supervisor from taking "personal" decisions. It thus becomes a guiding factor. Principle of co-ordination is desirably applied here and a committee representing nurses can be set up to recommend the policy and suggest the ways and means to be adopted to make it effective.

In carrying out the function of employment the administrative techniques used should be based on job analysis and job specification.

By this it is meant that appointment of a proper person should be done for a proper job and the scope of the work should be clearly defined. Such factors as mental and physical requirements, skill, knowledge, ability to take up responsibilities and ability of working in particular conditions is necessary in the employee, and the accurate description of a job for which she is selected, go to make up what is called a job analysis. Job specification is description and summary of investigations of job analysis in specific words. At the time of employment a clear idea should be given to an employee about time and work schedule as well as rules and regulations she will have to abide by. This leaves no room for misunderstanding afterwards. Manuals, organisational charts, and lines of communication should be made very clear. In this connection evaluation should be adopted as a continuous process and assessment by different tests, and procedures should be made and the employee kept informed from time to time about her progress by personal interview, periodic conference and keeping record and reports.

Joint consultation of personnel paves a way for smooth running, obedience, and easy execution, as workers themselves participate and consent, unanimously on some issues. They feel satisfaction and sense of belonging is created, which encourages and urges to take up the responsibilities on their own initiative. Group discussions, joint committees, formal and informal conferences can serve the purpose.

Another most important factor connected with administration is remuneration. Generally every one works for maintenance and money is evaluation of work ex-

pressed materially and in concrete terms. Proper justice is hence desired and to keep up to the standard, job evaluation should be accepted as the basis. That is payment should be based on importance, skill and knowledge.

The employees rightly expect health and safety on duty. The concept of health is fast changing and is widened in its scope with inclusion of mental, social and spiritual aspects. Not only the curative but preventive and promotive sides are stressed. Several programmes are being implemented with better observation studies and suggestions for all round improvements in existing measures, such as regular physical examination, periodic check-up, training courses in health, hygiene and safety measures, proper and comprehensive analysis of accidents with precautions taken. New measures adopted are maintenance of accurate and complete records of sickness with sufficient statistics. Nursing administration has two-fold responsibility in relation to such a programme. It is not only the question of safety and health of nursing personnel alone, but in addition a responsibility of safeguarding a patient also should be duly considered and planned out. In addition to exercise of preventive measures as immunisation, proper safe and suitable working conditions should be provided, with written instructions and guiding boards, whenever and wherever necessary.

No need of emphasizing the consideration of welfare aspect of employees in nursing profession, it is accepted in any administrative set-up as a guiding principle and nursing is not an exception to the rule. The services generally
(Continued on page 159)