

Fleet Management

Unit I

Personnel Management:

It is also called as Human Resource

Management: All the resources available to an organization will help the organization to achieve the objectives only through the human resources.

Human resource is very important one for the success of any organisation. So, care should be taken to manage the human resources.

Definition: u

Human resource management is the planning, organising, directing and controlling of procurement, development, compensation, integration, maintenance and separation of human resources to achieve the organisational goals."

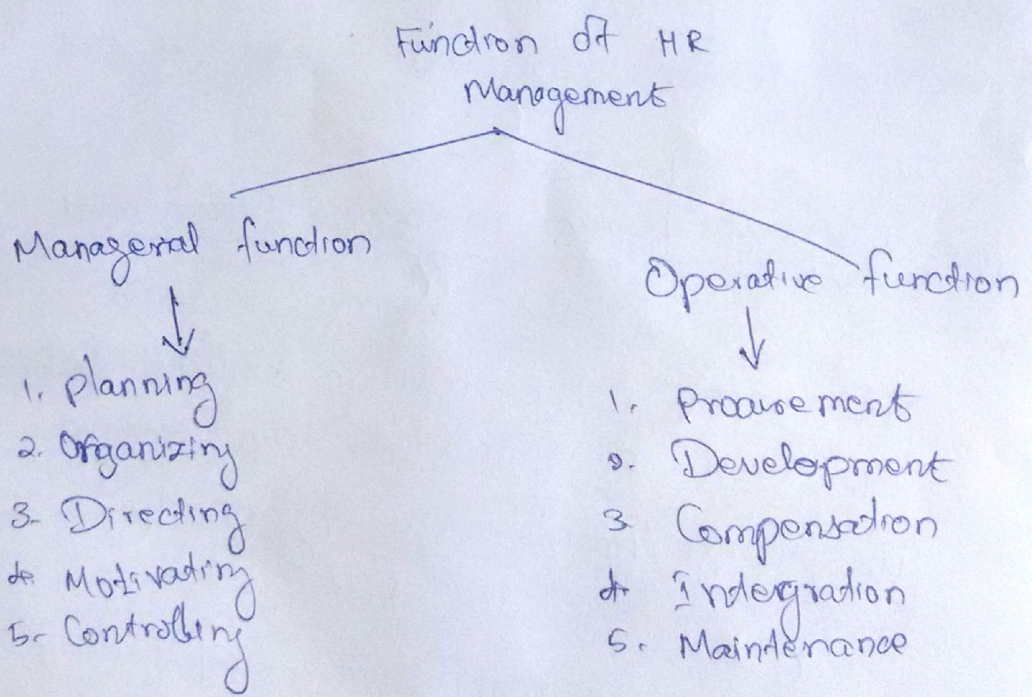
Responsibility of human resource Management:

- * To develop the human resource
- * To improve the relation between labour and top level personnel to the enterprise
- * To arrange/provide the right placement and training facilities to staff.
- * To increase the morale of employees
- * To provide best working condition to the employee
- * To establish a rational wage policy
- * To motivate the employees
- * To provide effective communication with employees
- * To make periodical review of man power

Objectives

- * For utilizing the human resources effectively
- To implement and maintain an adequate organisational structure.
- To define the responsibility, accountability, authority for each job.
- To make the employee to feel a sense of involvement, commitment and loyalty in the organization goals.
- To develop the humans by giving adequate salary and social security.
- To maintain high morale and better human relations

Functions (or) Role of human resource management:



Managerial Function:

(i) Planning

" A process to take decision in advance "

This function is carried out for making decision in advance about what to do in future. In case of personnel manager, it is the planning work carried out on man power planning, study in turn over rate, estimating the requirement of employee, selection and training procedures etc.

2. Organizing:

"A process to establish interrelations & to provide organization structure".

This function is essential and it is carried out to establish the interrelationships within the organization also to provide a structure for the company to know the various subgroups and placing the individual in the suitable authority.

3. Directing:

"The process of giving orders and guiding the workers".

It is the process of giving instructions and guiding the personnel, developing the communication network, interpreting the different laws and integrating the personnel.

4. Motivating:

This function is related to the motivation of personnel by giving financial and non-financial incentives.

5. Controlling:

The personnel of the organization are controlled by job analysis and performance appraisal, etc.,

Operative Function:

(i) Procurement:

- * Man Power planning
- * Job analysis
- * Recruitment and selection, placement, & in
it induction & Orientation

(ii) Development:

- * Training
- * Management development
- * Career Development

(iii) Compensation:

- * Job design
- * Performance appraisal
- * Pay benefits
- * Rewards
- * Job evaluation

(iv) Integration:

- * Conciliation
- * Coordination
- * Reducing Conflicts

(v) Maintenance:

- * Safety
- * Welfare
- * Discipline
- * Industrial relation

Selection Process

Generally, the following steps are
Human Resource policies:

The aim of personnel department is achieved with the help of human resource policies. These policies help to manage the basic changes and

Present Conditions. The following information is included in the human resource policy. (3)

1. Selection
2. Training
3. Work Conditions
4. Safety Training
5. Promotion
6. Economical help
7. Health.

Selection

"Choosing personnel for a specified job"

I. Selection Procedure:

Generally, the following steps are involved in the selection process.

- (i) Job analysis
- (ii) Advertisement
- (iii) Receiving Application
- (iv) Scrutening the application
- (v) Tests
- (vi) Interviews
- (vii) Training
- (viii) Placement.

(i) Job analyse:

The HR Department will have all information regarding various jobs by doing job analysis. The no. of vacancies to be filled and requisite qualification is decided.

(ii) Advertisement:

Advertisement is given in the leading news papers with job description, experience required and salary to be provided by the company.

(iii) Receiving Application:

HR Department may receive the application forms from the candidates through the post or in person.

(iv) Scrutiny

It is to decide who are eligible and who to the post. If the candidates are more in number, scrutiny will be made on the basis of education, qualification, experience etc. A few candidates may be called for interview and selection will be made. Written test may also be conducted and then selection made after oral interview.

(v) Test:-

The various test conducted in the selection of employees are.

(a) Trade Test:-

To test candidates skill in concerned trade. i.e. turner, welder, etc

(b) Intellectual Test:-

To test the intelligence, memory, ability to act in different situation and concentration amidst distraction.

(c) Aptitude Test:-

To test in born characteristics and innate tendencies of a person in a particular field

(d) Personality Test:-

To test personal traits and interests of the individual.

(e) Medical Test:-

It is the final test conducted after the selection of candidates. This test reveals the candidates health and fitness. This test is done by a company doctor or medical officer.

(vi) Interview:

The interview is an almost universal selection method. It permits the interviewer to learn more about applicants' background, behaviour, motivation and interpersonal skills.

(vii) Training:

Training enables a new employee to acquire the necessary knowledge and skill in the concerned organization.

- (a) Increase production
- (b) Higher efficiency
- (c) Specialisation
- (d) Improved quality
- (e) Economy
- (f) Safety

The training may be given in following types.

- (i) Apprentice training
- (ii) On-the-job training

(viii) Placement:

Once the selection and training are over, placement of employee is done with due care. It is to place the right man for the right job. There should not be a square peg in a round hole.

II. Training:

"It is the organised procedure to get knowledge and skill for a particular purpose".

Some form of training to be given to employee

- * Skill
- * Attitude
- * Knowledge
- * Behaviour

Objective of Training:

- To increase the productivity
- To improve employer-employee relationship
- To improve performance of each employee.
- To increase morale of employee
- To reduce scrap and rework
- To improve product quality & employee quality
- To increase Organisational Stability and flexibility.
- To reduce accident, and damage to machineries
- To remove fearness of employees.
- To reduce maintenance problem
- The trained person needs less supervision.

Types or methods of training

- 1. On the job training
 - Vestibule training
 - Induction training
 - Sensitivity training
 - Promotion training
 - Internship training
 - Apprenticeship training
 - Refresher training
 - Special or other training

I On the job Training:

“Trainees are trained on the working spot”

- Here the trainee is given theoretical knowledge and practice
- The training is focused on “On the job” Productive work.
- Separate classroom lectures are ~~not~~ arranged

- * This type of training is given to machinists, Printer tool maker, pattern designer, carpenter, weaver, fitter, etc.
- * The workers are trained by supervisor or an experienced person and they learn the methods of handling machines and equipments, avoiding accidents, removing bottle necks etc.
- * The trainer is fully responsible for the successful training.
- * They learn under the watchful eyes of a master mechanic (or) craftsman
- * Employees are coached and instructed by skilled Co. workers, by supervisors, by special drawing instruction.
- * Trainees learn job by personal observation and practice.

Advantages:

- * Trainee learns in the actual equipment as in the true environment.
- * It is highly economical, since no additional facilities for training are required.
- * By observing day by day applications, the trainee learn the procedures, rules and regulations
- * Periodical review and feedback are immediate benefits
- * Convenient method
- * Accidents and delays will be avoided to the minimum.
- * It is most suitable for acquiring knowledge in short period.

Dis advantages

- * This method is highly disorganised and not properly supervised
- * A Co. worker cannot promote quality training like a master mechanic.
- * Success depends on the trainer
- * Training period is long
- * Lack of motivation
- * Some wastage (or) spoiled work may occur.
- * Reduces productivity

ii Apprentices Training

" Trainees are trained in specific trades and crafts "

- * This training is for providing knowledge in specific trades and crafts.
- * The apprentice training is provided in the trades such as fitter, Turner, electrician, welder, motor mechanic, Supervisor, Engineer and management.
- * Separate class room lectures are arranged.
- * Here the trainee is given theoretical knowledge and practice.
- * An agreement is made between employer and trainee stating the term and condition.
- * According to the legislation (law), apprentice is given to JTI & Diploma holders with the stipend amount.

- * To this scheme, Government contributes about 50% of the stipend amount.
- * Employment is provided to the trainees in the organization itself.

Advantages:

- * Trainees are absorbed in the firm
- * Trainees may become as a permanent worker
- * Stipend is given to the trainee during the training period.
- * It combines practical experience with theoretical training
- * Trainee can get valuable skills.
- * Increased loyalty of employee

Disadvantages:

- * Expensive and time consuming method
- * Wastage of skills and increase in unemployment problems.
- * Forces burden on industry
- * This training work is an additional workload to an industry.
- * No surety to get permanent job in the same industry after completing the apprentice training.

III) Vestibule Training:

"Train the workers at training centres & located in outside of production place".

* This type of training is provided in the artificial atmosphere.

* It means the training not given inside the plant/industry.

* "Vestibule" means entrance hall (or) front court.

* A separate training centre is created for the purpose of giving training to the new workers.

* Machines are arranged in the training centre similar to a production shop.

* Trained instructors are given the training.

* After training, workers are given a similar job as in the actual production shop.

Advantages:

* It does not affect the actual production

* The environment is calm, peaceful and helpful to efficient learning -

* There is no worry about immediate production.

* A large number of trainees can be trained in a similar way.

* Well experienced instructor can be appointed to train the workers

Disadvantages:

* Duplication of machinery is required

* It is an expensive method

* Costly method

* Trainees are not manufacturing anything during the training period.

* Idle training time is high