

ROLE OF HR MANAGER

1. Advisory Role:

One of the major roles of HR manager is, to advise the top management in the matter relating to management and development of human resource, in order to achieve organizational objects. Looking to the company's vision, mission and long range planning, HR executive advises the higher management to formulate appropriate HR policies, procedures which may create a perceptible change in the minds of the workers' to help the transformational process of dynamism.

2. Pro-Acting Role:

HR manager ascertains the probable areas of conflict and differences between workers and management, identifies the factors that may create problems in future, forecasts the extent, quantum of loss that may occur and the department may suffer loss and takes remedial measures beforehand by way of developing organizational culture, climate, introducing system, mechanism, and does not leave any room to crop up problems, grievances.

3. Welfare Role:

HR executive looks to the welfare aspect of the employee's viz., canteen, creche, rest-room, hospital, transportation, housing accommodation, school, etc. His one of the principal roles is to provide welfare facilities to the employees for their betterment and well-being.

4. Mediator's Role:

HR manager works as a link personality between trade unions and top management in order to eliminate the differences of opinions cropped up in process of settlement of disputes. He takes initiative to sort out problems through collective bargaining/ bipartite negotiation process.

5. Social Upliftment Role:

Organization is part and parcel of the society. As a societal member it has ethical and moral obligation to contribute to the society for its growth and development by way of taking necessary measures like creating and improving infrastructure, spreading learning institutions, providing medical facilities, generating employment opportunities. HR executive plays a vital role to give a proper shape in the formulation of suitable HR policies for the people in the society.

6. Counsellor's Role:

Because of illiteracy and ignorance workers cannot take decision in their personal problems and they need advice to sort out such problems, viz. education of children, medical treatment, marital

matter, family problems, etc. HR manager, as he comes close to the workers because of his nature of work, develops understanding between them and advises, guides the workers in right direction.

7. Spokesperson Role:

HR executive works as a spokesperson of the company especially, in the matter of depicting organization health, condition, strength etc. to the employees while negotiating for settlement of industrial disputes. He also acts as a representative of the workers when they are nonunionized/unorganized and cannot represent their case properly to the top management. Under such circumstances HR manager places their grievances, problems, demand to the top management for settlement/redressal.

8. Motivator's Role:

One of the functions of HR manager is to motivate the employees to achieve their own goals, as well as organizational goals HR manager performs such role by way of introducing reward schemes. HR manager's role of establishing mutual understanding, mutual confidence and mutual trust helps to motivate the employees to excel in the level of their performance.

9. Executive Role:

HR manager plays an important role to execute the policies, programmes, decisions. Formulation and execution tasks are interwoven and equally important for achievement of organizational goals. HR manager acts as an executor of the policy decisions in the company, for smooth functioning and effectiveness of the organization.

10. Decision Maker's Role:

HR manager is the supreme person to make decisions in respect of management and development of human resource. Organizational policies, programmes objectives concerning human resource are formulated by him.

11. Coordinator's Role:

HR executive coordinates the task of developing, interpreting of HR programmes, policies which are put into operation by the line people, and develops a team spirit amongst them.

HUMAN RESOURCE POLICIES

- Predetermined established guideline towards the attainment of accepted goals and objectives.
- Guidelines facilitate properly designed efforts to accomplish the strategic intent.

A policy is a man-made rule of pre-determined course of action that is established to guide the performance of work toward the organisation objectives. It is a type of standing plan that serves to guide subordinates in the execution of their tasks.

OBJECTIVES	PROGRAMMES	PROCEDURE
Specific goals, aims, Quantitative terms which the Individual or group seeks to accomplish (Policy is the guide to accomplish)	It is developed on policies – simply the decisions lead to specific action including practices and procedures.	Procedure defines the manner or way of accomplishing - It is process or method.

PERSONNEL POLICIES

Personnel Policies refer to principles and rules to conduct which “Formulate, redefine, break into details and decide a number of actions” that govern the relationship with employees in the attainment of organizational objectives.

Personnel Policies are

- Key stone in the arch of the management
- Life blood for the successful functioning of the personnel management.
- Statement of intentions
- Positive declaration and command to an organization.

Need for a HR Policy

- Avoid unintended obligations
- Legal requirements
- Defense of claims
- Helps avoid union organizing
- Risk management
- Time saver

Features of a sound HR Policy

- Definite, positive, clear and easy to understand
- Written
- Reasonable stable
- Supplementary to all other policies of the organisation and the public policy.

Recognition and individual relationship between the mgmt and the employees

- Based on the facts

- Provide two-way communication
- Supported by the management, employees and the union
- Progressive
- Measurable
- Uniform for the entire organization
- Practically applicable

Principles of HR policy

- Right man in the right place
- Train everyone for the job to be done
- Make the organisation a coordinated team
- Give security with opportunity, incentive, recognition
- Look ahead, plan head for more and better things.

Aims and objective of Personnel polices

- Enable the organization to carry out the main objectives
- Awareness of items in policies and to secure the co operation
- Sense of unity with the enterprise
- Provide competent, adequate and trained personnel for all levels and types of management
- To protect the common interest of all parties
- Recognize the role trade unions in the organization.
- Efficient consultative service.

Human source Information System (HRIS)

Acquisition, storage and retrieval of information is a significant challenge to the management

Human Resource Information System is a systematic way of storing data and information for each individual employee to aid planning, decision making and submitting of returns and reports to the external agencies.

Purpose of HRIS

- Storing information and data for each individual employee for future references

- Providing basis for planning, Organizing, Decision Making, Controlling and other human resources function.
- Meeting daily transactional requirements- marking present / absent, and granting leave.
- Supply data and submitting returns to government and other statutory agencies.

Applications of HRIS

- Personnel Administration
- Salary Administration
- Leave / absence recording
- Skill Inventory
- Medical History
- Accident Monitoring
- Performance Appraisal
- Training and Development
- HRP
- Recruitment
- Career Planning
- Collective Bargaining

Steps in Implementing HRIS

Inception of Data

- Originator of the idea should prepare a report showing the need for an HRIS and benefits of this system towards the development of the organisation.

Feasibility Study

- It evaluates the Present system , details and benefits of HRIS .
- It calculates the cost and benefits of HRIS

Selecting a project team

- Once the feasibility study has been accepted the resources are allocated
- Project team is selected

- HR representative, Representatives from both management, information systems & additional clerical people from HR department.

Defining the requirements

- Statement of requirements specifies in detail exactly what HRIS will do.
- It is the written descriptions of how users collect and prepare data, obtain approvals, complete forms, retrieve data and perform other non-technical tasks associated with HRIS use.

Vendor analysis

- This step determines what software and hardware are available that will best meet the organization needs for the lowest price.
- The result of this analysis will determine whether to purchase an —off the shelf package or develop the system internally

Contract Negotiations

- Vendor has to selected and the contract must be negotiated. The contract stipulates the vendor's responsibilities with regard to software, installation, service, maintenance, training and Documentation.

Training

- Members of the project team are trained to use HRIS. HR representative will train managers from other department in how to submit information to HRIS and how to request information from it.

Tailoring the system

- This step involves making changes to the system to best fit the needs of organisation.
- A general rule of thumb is to modify the vendor package, because of modifications frequently cause problems

Collecting data

- Data must be collected and stored in the system

Testing system

- Once the system is tailored to the organisation a needs and data is entered, a period of testing follows
- The purpose of this testing is to verify the output
- All reports are analysed for accuracy.

Starting up

- Start up begins when all current actions are put into the system and reports are produced

Running in parallel

- It is desirable to run the system in parallel with the old system for a period of time.
- This allows for comparison of outputs both the system and examination for inaccuracies.

Benefits

- Higher speed of retrieval of information
- Reduction in duplication
- Ease in classifying and reclassifying
- Effective decision making
- Higher accuracy of information
- Fast response of queries
- Improve quality of people
- Better work culture

Limitations

- Expensive – finance – manpower requirements
- Large scale computer literacy – inconvenient and threatening
- Personnel designing do not have the thorough information of the users- user do not get the exact reports.
- Quality of response depends on the accuracy of the input – human intervention.
- Multi user environment – system is operated in batch mode – records are updated once a week – online facility has to be developed – report generated should not be out of phase with the realities.

Human Resource Accounting & Audit –

Definition

Accounting for people as an organizational resource. It involves measuring the costs incurred by business firms and other organizations to recruit, select, hire, train and develop human assets. It involves measuring the economic value of people to the organization.

Basic Information of HR

- Number of Employees
- Categories
- Grades
- Total Value of human resources
- Value per employee

HR Acquisition

- Number of employees acquired during the year
- Cost of Acquisition
- Levels for which they were acquired
- HR Development
- All information pertaining to HRD activities of the organization
- HR maintenance
- Cost related to HR maintenance.
- HR Separation
- Cost related to HR Separation, attribution rate.
- Details of benefits provided to the employees.

Various Methods:

Non- Monetary Measurement

Monetary Measurement

Non- Monetary Measurement

- Capitalization of Historical Cost
- Replacement Cost Method
- Opportunity Cost method
- Economic Value Method
- Present Value Method

HR Accounting

- Developing skill inventory
- Performance Appraisal
- Assessing the individual capacity for development
- Attitude survey
- Subjective Appraisal

