

2.3 PROFILE OF HRD MANAGER

Human resource management is one of the most important and complex responsibilities of the hospital administration where more than 65% of the average hospital's total budget is allocated for pay roll alone.

However, on close observation of any hospitals' board meeting, 40% of the time at these meetings is spent by the board members discussing finances, 20% buildings and equipments, 15% medical, para-medical and nursing problems, 10% services, 10% public relations and 5% miscellaneous matters including human resource management.

The human resource management in hospitals has been too often the sufferer of the tendency on the part of some hospital administrators to representative some responsibility to human resource managers with one hand and take it back with the other.

There is no denying the fact that hospital administrators more often than not burden the human resource managers with additional responsibility of looking after miscellaneous matters such as hospital transport management, housekeeping, public relations, etc., besides the main responsibility of recruitment of personnel.

However, in practice, they have neither considered them an important and integral part of the administrative team nor they have given directions to the line managers to take seriously the counselling of the human resource managers.

In the absence of above, the line managers are likely to ignore the human resource managers and may continue to make decisions about the personnel of their own.

However, if the hospital administrator makes it clear to the line managers that the advice of the human resource managers is to be taken seriously, its influence on day-to-day decisions will grow.

In short, if the hospital administrator gives due importance to the human resource manager in the hospital administration, he (human resource manager) can recommend, counsel and cooperate with the line managers, and they in turn can actually accept his recommendations and act upon effectively to increase their efficiency.

The hospital administrator can expect from the human resource managers the production of programme which afford employees the opportunity for continued self-development and the possibility of realizing their potentialities.

Human resource managers have not been employed even in 1% of the health care institutions in India. However, wherever they have been employed, they are getting salary between fifteen to twenty thousand rupees per month on an average;

They are postgraduates or diploma holders either in personnel management or in human resource management.

Human resource managers are particularly remembered when the hospital administration is in

trouble either due to strike/demonstration threat given by the employees/their unions, or a legal threat received from any other corner.

Generally, they represent the smallest department in the hospital.

- Whenever any replacement or extra person is required in any department,
- Requisition for recruitment of personnel properly approved by the hospital administrator if forwarded to the human resource department,
- Primarily responsible to notify the vacancy in the employment exchange or to place an advertisement in the newspapers.
- Conduct interviews and complete necessary formalities with regard to the appointment.

Human resource manager focusses the attention of the hospital administrator and the medical superintendent upon the social and psychological needs of the hospital. He does this by giving advice to them.

Therefore, he is to serve them as one of the organization leaders.

- He must be an active member of the top administrative team,
- Should participate in organizational planning by projecting the organization into the future,
- Evaluate the present manpower and develop programme to improve skills by conducting surveys which indicate staffing patterns in similar organizations in the region, and compare them with his own organization