

2.4 HUMAN RESOURCE INVENTORY

Before the human resource manager can plan his programme, he should orient himself about the personnel and their jobs by conducting a human resource inventory.

Detailed information should be collected about each employee:

1. Name
2. Designation
3. Department
4. Immediate supervisor
5. Location of job
6. Dependents
7. Present address with telephone number, if any
8. Permanent address with telephone number, if any
9. Date of joining
10. Date of promotion, if any
11. Total salary and pay-scale at the time of joining
12. Total salary and pay-scale at present
13. Date of last salary increase
14. Background of family members
15. Any other information.

The data necessary to know about the personnel may be gathered from payrolls and existing employment records. The human resource inventory will provide the following important information:

1. An overall picture of the personnel situation
2. Data for making a rough analysis of the turnover of personnel
3. Information as to the number and types of jobs in existence
4. The number of employees reporting to each supervisor
5. Data for making a rough study of salary schedules
6. Seniority list of personnel
7. Hobbies of personnel

Once the personnel inventory is established, it should be revised annually. It serves as a check against existing records. It may be supplemented by such information as the employee's new address, addition in family or any other details.

The inventory will also help in the following areas:

1. Determining the areas where short-term employment is needed
2. Studying the effects of transport facilities on employment
3. Assessing the ratio of supervisors to employees.

2.4.1 Human Resource Records and Forms

Just as it is necessary to maintain records of outdoor and indoor patients, medico-legal cases, Finance or accounts, similarly, the proper maintenance of human resource records is essential.

Some records are to be kept because of legal requirements; other records are for reference purposes only.

As the number of employees grows, it becomes more and more difficult to remember all details.

Human resource records must include not only negative records of employees, like records of absenteeism, warning, etc., but also positive records of their achievements, promotions, training, etc.

The human resource department should keep this record up-to-date, accurate and also handy so that it can be referred to when required.

2.4.2 Reasons for human resource records

- There are several reasons for keeping human resource records:
- Individual functional departments usually do not keep human resource records of their employees with them. Their records are kept in the human resource department and shared/supplied when required.
- Government agencies frequently ask for various kinds of information from time to time. This can easily be supplied on the basis of such records.
- Payroll is prepared from these records.
- Training needs are determined from these records.
- Personnel details, family details, educational qualifications, experience, present salary, etc., can be discovered from human resource records for the purpose of deciding promotions, transfers, etc.
- The efficient operation of the human resource department demands that forms to promote efficiency, be designed and put into use.

Categories of Forms

Forms used in hospitals may be divided into three categories:

1. Permanent records concerned with employees' positions.
2. Forms which may become a part of the permanent records once their immediate use is over.
3. Temporary forms which are destroyed once their immediate purpose has been served.

Permanent Records

Permanent records can be divided into two categories:

- i. Permanent records concerned with employees
- ii. Permanent records concerned with position

2.4.3 Permanent records concerned with employees

All records concerning an individual employee throughout his employment at the hospital should be kept in a file.

This file can also be used for reference purposes after the employee has left the organization.

It has been found useful to record the following particulars:

- Name
- Father's name
- Present address (sufficient space should be provided to record changes in address)
- Permanent address
- Telephone number, if any
- Birth place
- Date of birth
- Marital status
- Dependent(s)' name, sex, age, relationship
- Person to notify in case of emergency, with address and telephone number, if any
- Hobbies
- Education
- Experience
- Test record if pre-employment and promotional tests are used
- References

Employment record in the hospital

- i. Date of joining
 - ii. Designation
 - iii. Department
 - iv. Pay-scale
 - v. Break-up of allotments
 - vi. Date of each change along with designation, department, pay-scale and allotments
 - vii. Date and reason for leaving
- Unauthorized absence record

- Misconduct record, date-wise
- Punishment record, date-wise
- Appreciation record
- Special notes, if any, e.g. special health report, repeated loans taken.

2.4.4 Permanent Records concerned with the Position

Permanent records concerned with the positions give the history of what has happened in the various positions throughout the hospital.

The following constitutes the permanent record concerned with the position of an employee:

- i. Job analysis. The breakdown of a job into various component parts.
- ii. Job classification. Grouping of positions having a sufficient number of common characteristics to enable them to be grouped into a unit, e.g. laboratory aid, nursing aid, pharmacy aid, etc.
- iii. Job evaluation. A system by which each position is rated on specified factors and positioned in its relationship to every other job in the hospital.
- iv. Job specification. A summary of the requirements of the job both from the point of view of tasks to be performed and the qualifications necessary to perform the tasks.
- v. Human resource planning. A thorough assessment of future staff needs is required for recruitment, training and career-planning.

2.4.5 Forms which Become Permanent Record

These include forms which will become a part of the permanent record once their immediate use is over.

The most common ones are:

1. Requisition for new employee(s) and authorization for employment
2. Job application form
3. Medical fitness report
4. Employee probationary rating form
5. Employee annual rating form.

2.4.6 Temporary Forms

These are to be destroyed after use. They consist of the following:

1. Introduction slips
2. Meal passes
3. Leave record (should be maintained for 3 years)

4. Attendance record(should be maintained for 3 years)
5. Permission to visit health clinic.

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