

# HUMAN RESOURCE MANAGEMENT IN GOVERNMENT

By

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# CONSTRAINTS IN INDIAN CONTEXT

❖ **Large size – consistency of Policies**

❖ **Versatility – Maintaining  
Expertise in Multidiscipline.**

❖ **Reservations**

**❖ Establishment of fruitful Relationship with Political setup.**

**❖ Emergence of Special interest groups and lobbies – Employee Unions, Farmer groups, Public interest, Government Policies, W.T.O World Bank etc**

❖ **Clash in value system**

❖ **Motivation of Happiness of employees –  
itself an objective**

❖ **Security and Seniority expectation.**

❖ **Responsiveness and Accountability.**

❖ **Forced Leadership in Indian Context.**

- **Provision for failure in context of :**
- Decision with good intentions & in Public interest but results in failure – who is to be blamed?
- **The ingrained attitude that all failures are bad means Administrators don't learn from them.**
- **Administrators need to recognize that failures occur on a spectrum from blameworthy to praiseworthy, and that they fall into three categories:**

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**-Failures in routine or predictable operations, which can be prevented.**

**- Those in complex situations, which can't be avoided but can be managed so that they don't mushroom into catastrophes.**



## **Provision for failure**

-Unwanted outcomes in, for example extending.

- loans to farmers with good intentions.

-Although learning from failures requires different strategies in different work settings, the goal should be to detect them early & analyse them deeply. If the Government policies are ultimately to succeed, employees must feel safe, admitting to and reporting failures.

## **Provision for failure**

- **Creating that environment takes strong leadership in Administration**

**Complete Leadership** having all the traits Vs  
**Incomplete Leadership** –filling the gaps with  
competent team members.

**Incompetent leadership** wherein the person is  
afraid to fill the gap with competent people.



- **Building on strengths**
- **Ants Society**



*CUTTER ANTS*

# ❑ Cultural Factors in Resource

# Managing Human

- **The Indian Style:**
  - Familial style

# HUMAN RESOURCE PLANNING AND DEVELOPMENT

## UNDERLYING QUESTIONS

## PRESENT AND FUTURE

<b>What Human Resources are required</b>	<b>Organisation objectives</b>	<b>Organisation structure</b>	<b>Human Resource Requirement</b>
<b>What kind of Human Resource Available</b>	<b>Human Resource Inventory and Audit</b>	<b>Outside Recruitment</b>	<b>Human Resources Available</b>
<b>What action need be taken</b>	<b>Placement</b>	<b>Personal Development</b>	<b>Human Resource Utilization</b>
<b>How will action be taken</b>	<b>External Recruitment, Internal Promotions, Transfers</b>	<b>Courses, Assignments, on-the- job training</b>	<b>Human Resource Development</b>
<b>Who will take action</b>	<b>-Top Administrators -Middle Level Administrators -Staff specialists</b>	<b>Self Development</b>	<b>Human Resource Control and information system</b>

# BIASES IN APPRAISAL

❖ **Halo Effect**

❖ **Stereotyping**

❖ **Projection**

❖ **Recent / Past Events**

❖ **Compatibility**

❖ **One Asset Person**

## **BIASES IN APPRAISAL**

- ❖ **No Complaint Bias or Frequent Advice Seekers**
- ❖ **Born Perfectionists**
- ❖ **Contrary Persons**
- ❖ **Association Effects**
- ❖ **Self Comparison**
- ❖ **Proximity to Boss's Boss**





## **SHORT TRACK ADMINISTRATORS**

- 1. PICK THINGS WITH SHORT TERM RESULTS. MAKE THEM VISIBLE WITH A LOT OF MEMOS AND PUBLICITY**
- 2. BE AN EFFECTIVE FIRE FIGHTER. YOU DON'T GET POINTS FOR PREVENTION**
- 3. DON'T MAKE WAVES – WORK AROUND THE PROBLEM**
- 4. PICK THE CURRENT IN-THING AND WORK IT THE HARDEST**

## EFFECTS:

- ❑ TO SHOW SHORT TERM ADVANTAGE, LONG TERM EFFECTS ARE IGNORED
- ❑ LACK OF CONTINUITY IN ADMINISTRATIVE PRACTICES
- ❑ NO SOLID TECHNICAL FOUNDATION AND IMPROVEMENTS



# ATTITUDE OF FAST TRACK ADMINISTRATORS

1. USE YOUR SUBORDINATE TO PROMOTE YOU.
2. THERE ARE NO REWARDS FOR SPENDING EXTRA TIME COACHING (YOU DON'T GET POINTS FOR DEVELOPING SUBORDINATES)
3. SPEND MORE TIME LOOKING UP THAN DOWN  
AGREE WITH YOUR BOSSES & INSTITUTE  
WHAT THEY WANT TO BE DONE



## CONCERN FOR VISIBILITY



1. DO PRESENTATION WELL. THE QUALITY OF OTHER ACTIVITIES CAN SLIP
2. SUCCESS IS HOW YOU COME ACROSS TO SUPERIOR – A BUSINESS LIKE APPROACH, SHINNING AT PRESENTATION AND MEETINGS
  - DO THE BIG PRESENTATIONS YOURSELF; WORK ON THE VISIBLE, FADDISH THINGS
  - TAKE THE CREDIT

# CONCERN FOR VISIBILITY



- ❑ THERE IS A DIFFERENCE BETWEEN SUCCESSFUL ADMINISTRATOR (SALARY, DESIGNATION WISE ETC.) AND EFFECTIVE ADMINISTRATOR (DEVELOPING TEAMS, SUBORDINATES, WORKING FOR ORGANISATION)



## ALTERNATIVE OF FAST TRACK TO BE EFFECTIVE ADMINISTRATOR)

### 1. STRATEGIC PLANNING FOR EMPLOYEE DEVELOPMENT

- WHERE IS DEPARTMENT HEADING FOR NEXT 5 OR 10 YEARS
- ASSESSMENT OF CURRENT ADMINISTRATIVE TALENT (WHEN WILL THEY RETIRE ETC.)
- VARIETY OF METHODS FOR DEVELOPING ADMINISTRATORS

## ALTERNATIVE OF FAST TRACK (TO BE EFFECTIVE MANAGER)

2. CONSIDER INTEREST AND APPETITE OF INDIVIDUALS
3. ALLOW TIME TO BUILD A SOLID BASE
4. IDENTIFY JOBS REQUIRING LONGER TENURE
5. CONTINUITY IN PROJECTS – IF NOT IN POSITIONS



# ALTERNATIVE OF FAST TRACK(TO BE EFFECTIVE ADMINISTRATOR)

## 6. RELATE MOVEMENT TO CAREER STAGES

- START AS APPRENTICE, INDEPENDENT, SPECIALIST, MENTOR AND SPONSOR
- (DO NOT JUMP STAGES – SO THAT HE DEVELOPS SOUND FOUNDATION)





# **POOR PERFORMANCE**

## **Organization Reasons:**

- **Lack of Role Clarity / Expectation**
- **Lack of Training**
- **Improper Placement**
- **Improper Supervision**
- **Lack of Resources**

# POOR PERFORMANCE

## Personality Reasons:

### ❖ **Illness**

–**Physical**

–**Mental – Schizophrenia**

- Spilt Personality**

- One Track Mind**

- Delayed Reaction**

# POOR PERFORMANCE

## Personality Reasons:

- **Senile Decay**
  - **Forgetfulness**
  - **Confusion**
  - **Persecution Complex**

# **POOR PERFORMANCE**

## **HUMAN RESOURCE RE-ENGINEERING**

**Re-structuring job for the person in some cases.**

# Leadership & Team work

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**All Leaders are Managers but  
all Managers are not Leaders**

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**“Remember good things only.  
Our mind is not meant  
to be a dustbin”.**

**+ve orientation**

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**“Be modest. A lot was  
accomplished  
before we were born”.**

**Modesty. Humility**

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**“There is no limit to what  
can be accomplished if  
it does not matter  
who gets the credit”**

**Share or Pass credit**

**“When we learn a lot we realize how little we know”.**

**Knowledgeable yet humble**

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- **Leadership is sacrifice for others' good.**
- **Leadership is running that extra mile.**
- **Leadership is being a good human being.**
- **Leadership is an exercise of influence and art of inducing compliance.**
- **Leadership is spreading happiness.**

**Who ever said leadership role  
is easy?**

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# **Primary objective of leader**

**Make the Team Perform to  
Potential**

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**“Role of a leader is to  
convert potential into reality”.**

*Caterpillar to Butterfly*

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**People will do a lot for money**

**More for a good leader**

**Most for a cause**

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# **How to handle subordinates emotions ?**

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# **Emphatic listening**

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**Listening solves half the  
problem many times**

*“From listening comes wisdom  
and from speaking repentance”.*

*- Italian Proverb*

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# **Credibility**

**If we look at leadership as  
position, authority, status, money**

**We are unlikely to be a  
good leader**

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**“There are two kinds of people. Those who do the work and those who take the credit.**

**Be in the first group. There is less competition”.**

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**“Leaders need to act such that others come to believe that their success was due to their own effort and not that of the leader”.**

**“A leader is best when people barely know he/she exists; not so good when people obey and acclaim her/him; worse when people despise him/her.”**

*Lao Tsu*

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# THE COURAGE TO ASK

• *Asking people what needs to be done  
& Listen*

• *“ Leader of the past knew how to tell ; the leader of the future will know how to ask”.*

*Peter Drucker*

**•Today we need to “Ask”  
“ What needs to be done?”**

**•Listen and learn from every  
one.**

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- **“When we succeed, we tend to attribute good results to our own motivation and ability and attribute poor results to environmental factors, bad luck or random chance”.**

*• At times, we don't ask ourselves and others what needs to be done because, deep Down inside, we are afraid of the answers.*

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***•In 1952, Fortune Magazine first listed the top 500 companies. Today, over 90% of these companies have ceased to exist (study by Marshall Goldsmith – Leadership Excellence)***

*•The reason is that they did not understand the “Law of Karma”.*

*•The Law of Karma says our past actions and external forces produce results.*

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*•Since we cannot control these things (Past), at least we can control our own future actions.*

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# **ADMINISTRATION IN INDIAN CONTEXT**

- *For an organization to change its actions it must change the way it thinks.*
- *That is difficult, particularly when the Department may not have Financial difficulties at present and depends upon Government help for its survival.*

***•Learn to Ask and consult team – “What needs to be done”.***

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## •SECOND HALF OF OUR LIFE

- *Mid life people are experts but bored. They keep on doing what they were doing but not learning or contributing or deriving challenge and satisfaction from job*
- *Start a second career*
- *Develop parallel career – club,NGO's etc*
- *We should not “retire on-the- job.”*
  - *One may not be successful on the job but could be very good in social life*



Thank you