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The Dartnell

PERSONNEL ADMINISTRATION Handbook



by

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Wilbert E. Scheer

SECOND EDITION



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Second Printing

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The Dartnell
PERSONNEL
ADMINISTRATION
HANDBOOK



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DEDICATION

First and always, to the memory of my dear wife Erna, who all her life had to contend with my peregrinations into the field of writing;

Second, to the many people and their companies who have contributed so much in the way of ideas, illustrations and case histories;

Finally, to the people who use this personnel handbook, in search of guidance in specific situations;

I respectfully dedicate this book.

INTRODUCTION:

THE PERSONNEL ADMINISTRATION HANDBOOK: IT CAN DOUBLE YOUR PRODUCTIVITY

by EDWIN B. GILROY

Vice-President

Personnel Relations and Human Resources Management

VSI Corporation

Pasadena, California

What follows these introductory pages is a marvelous source of personnel know-how written for current application by a leading personnel practitioner. The basic design of the book is both simple and wonderful: To help you be a more effective personnel administrator.

I recommend the contents of the book, and recommend its use. Knowledge is its purpose, your success is its objective.

You will find the Personnel Administration Handbook comprehensive. The 14 sections embrace the whole gamut of personnel topics. In fact, over 500 subjects are covered. Alphabetically, the subjects begin with absenteeism, accidents and automation; and range through vision, wills and zero defects.

While topically wide-ranging, the book is also timely. The Second Edition of the Personnel Administration Handbook updates knowledge for the late 1970's and 1980's. The facts are fresh. The concepts recognize much has changed in commerce and industry since the First Edition (which ran into its third printing) was published in 1969. Examples of newer subjects are Assessment Centers, Business Social Climate, Multiphasic Screening and Personnel Data Systems. Yet, classic and germane subjects are not ignored. Quite to the contrary. Employment, compensation, employee relations, training and union negotiations are subjects rewritten with contemporary foundations and futuristic ideas.

The author belongs to the school of philosophy that recognizes techniques are important and must be learned. But it is their human implications that make them effective and you successful. The author has tried to reach for examples which have utility and ideas that work: ideas generated in the caldron of competition and which have been tested for results in the arena of action. Applications for the ideas are possible in banking, finance and insurance; retail and wholesale business; light and heavy manufacturing; and government. Such a wide range of applica-

tion requires a book easily read; hence, easy to use. The book's utility is one of its charms.

Ease of use is, of course, one of the keys to the book's value. But then, I would expect such a standard. After all, the author and publisher are noted for their pragmatism and superior quality. So, help yourself! Keep the Personnel Administration Handbook handy. Feel free to use it generously and know at all times you are on the right track.

THE FUTURE IS NOW

Linking People and Business

The success of any company is merely the sum total of the success of its people. The Personnel Administration Handbook can tell you "what"; that's the knowledge part. It can tell you "how"; that's the systematic side. But, it cannot tell you "when" or "where"; that's the artistic oil that lubricates the technical applications. Only your professional acumen can tell you "when" and "where" to take timely and effective action. Action which results in better performance, a satisfied employee, a problem resolved, a grievance settled or whatever is needed to handle the situation.

In my judgment, the greatest need in our vocation today is to link our personnel actions with the objectives of our organizations, the values of our employees and the needs of both. Indeed, I consider this linkage to be mandatory. Gone are the days of "keeping up with the Jones Company," picking-off the ideas of the corporate "winners," or doing a survey to determine what is "safe" and "trendy." We need to anticipate and respond to the basic needs of our own organizations. Not the needs, practices or policies of someone else. We are managing in a time of great social, political and economic re-evaluation.

The objectives of an organization flow from its underlying economic and social legitimacy and its utility. The market place is the arena where this legitimacy and utility are determined. Our satisfied customers and productive employees are a large part of the evidence of the legitimacy.

To contribute to an organization's objectives, a Personnel Director must be able to identify such crucial factors as its market position, capital structure and basic strengths. Then, to support these strengths and add to them.

Simultaneously, we must be able to identify limitations of our economic resources and organization's abilities. These limitations are very real. We must neutralize them or minimize them. To ignore them may mean we contribute to corporate failure.

The values of our employees flow from their early life experiences and environment. They can only be understood by listening or learning

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about them through our first-line supervisors, employee opinion or attitude surveys, and value studies.

Probably, the greatest danger for a Personnel Director is to believe he or she has the know-how without the test of learning first-hand about the real values and needs of employees. The key to the future for Personnel lies with concern about asking the right questions; not whether we possess the right answers.

It may seem easier "to follow a leader" or "keep up with the Joneses," but our responsibilities require careful thought about our actions. Linking them with business needs in real-life situations is the way of the future.

THE FUTURE IS NOW

Living Leadership

The way of the future may be difficult to envision in sharp detail, with clear exposition for all to comprehend. Yet, there are distinctive trends. They can be detected. Even more, they can be used as guides to apply our actions.

The industrial and commercial world of western civilization is in transition from a nationalistic, independent capital base to an interdependent, economic-social capital base. The causes are many, with origins rooted into our evolving from agrarianism to commercialism to industrialism. Technology, education, communication, affluence, industrial efficiency, natural resources, military defense and political unrest all are components which weigh on the forces moving to the future. The effect, at present, is economic, political and social turbulence. The outlook over the next 10 to 20 years is more of the same.

At our level of perspective and action, people are now as important as profits. Social legislation across the world points to a growing concern for human life and quality of living. Occupational safety and health laws are not confined to the North American continent. Nor are employee rights relative to job opportunity, job value and retirement income. These subjects all reflect a shift to a new order of social priorities.

Yet, profits are needed to fuel the future investments in technology and social legislation and change. Such profits can be generated only by people, working with a sustained level of productivity and satisfaction at or near their level of capability and interest. For although there is a reordering of social priorities, no one has reordered poverty to replace affluence or economic well-being with a depression. We appear to be moving toward a broader base of economic wealth coupled with an awareness of social purpose. Social capitalism is gaining momentum.

The transition to a more clearly defined economic, political and social structure may well take two, three, possibly four decades. Who knows? During this transitional period, Personnel Directors can catalyze the efforts of managers and employees to satisfy customers, owners and themselves, simultaneously generating profits for distribution and reinvestment.

THE FUTURE IS NOW

We are Living it.

The seers of academia, industry, commerce and government concur on the meaning of recent social legislation. They believe the character and the living processes of the late 20th and early 21st centuries are visible. Clearly, the drift emphasizes people as well as profits, quality with quantity, and living rather than existing. These distinctive trends provide personnel administrators with a great opportunity to contribute to productivity and better living.

Along the way in our adventures with people, the Personnel Administration Handbook can become an ally to double our output, keep us current and succeed in our mission. Treat it well.

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ABOUT WILBERT E. SCHEER

WILBERT E. SCHEER'S varied experience in all aspects of personnel administration qualified him to write and compile this definitive handbook. Since the first edition was published in 1969 there have been all sorts of developments, changes, improvements in laws and attitudes in this dynamic field. In this completely-revised edition, he has taken cognizance of all of these and also enlisted the experience and practices of many individuals and corporations.

For many years he was Director of Personnel of Blue Cross-Blue Shield, Chicago. Before that he was Personnel Director for The Illinois Agricultural Association and its 19 affiliated companies. He also has taught on the faculties of Maine Township High School, Central YMCA, University of Chicago and Northwestern University.

His education embraces Northwestern University, Medill School of Journalism, University of Illinois, University of Chicago, Washington & Jefferson College and the University of Michigan.

Wil Scheer has been a guest lecturer at many universities including Wisconsin, Marquette, Northern Illinois, Southern Illinois, Toledo, Notre Dame and many others. Companies and associations have utilized his services as a seminar leader in various aspects of office administration and personnel management.

He has authored the following books:

"You Can Improve Your Communication," published by *Personnel Journal*.

"The Art of Successful Self-Expression and Communication," published by *Motivation, Inc.*

"Corporate Growth Through Internal Management Development," published by *The Dartnell Corporation*.

"How to Develop an Effective Company Growth Plan," published by *The Dartnell Corporation*.

He has authored more than 300 articles in national and trade magazines in the United States, as well as in Canada, Argentina and Belgium.

He is a member of MENSA and among his many awards are the International Speaker's Award for 1957 and 1958 (both by Administrative Management Society) and the Diamond Merit Award Key—1961; for three successive years he won the Award for Merit of the Research Institute of America.

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