

Of the total expenditure of £21,799,958, an increase of £3,777,864 on the previous year, administration accounted for 8.8 per cent, departmental maintenance 68.2, maintenance of premises 10.8, and miscellaneous expenditure 10 per cent. Capital expenditure met from reserves totalled £472,327, and allocation to reserve £270,993. Departmental maintenance included salaries of teaching and research staffs and payments for superannuation, the running costs of laboratories, lecture rooms, libraries and museums, and the supply of materials, apparatus, books, specimens, etc. Salaries and superannuation amounted to £10,546,346, and departmental and laboratory maintenance £3,272,900, as compared with £8,185,763 and £2,854,845 in 1948-49. Library expenditure, which amounted to £788,402, an increase of £155,147 on the previous year, is analysed in a separate table which shows that of this total £416,604 was for salaries and wages, £182,595 on account of books and £95,867 on periodicals. These figures all show increases on those for the previous year; while the percentage of university expenditure on libraries was still only 3.7 as against 3.4 in 1948-49, eleven universities, Oxford (£25,688), Cambridge (£13,969), Manchester (£8,499), Birmingham (£7,922), Liverpool (£6,022), Glasgow (£10,924), Edinburgh (£9,671), Aberdeen (£6,320), London (£5,806), Reading (£5,068) and Leeds (£5,778), as well as the London School of Economics (£5,515) and the School of Oriental and African Studies (£5,024), spent more than £5,000 on the purchase of books. Of these, Cambridge (£9,601), Glasgow (£7,421) and Oxford (£6,683) also spent more than £5,000 on periodicals.

PERSONNEL MANAGEMENT

IN a recent broadsheet published by the Institute of Personnel Management, G. R. Moxon examines the functions of a personnel department in an industrial undertaking.

The personnel department is a division within the management structure wherein men and women are employed to help to evolve and carry out the various policies of a company in matters affecting its employees. Following current industrial practice, the work of a personnel department is described under six headings: employment, wages, joint consultation, health and safety, employee services and welfare, and education and training.

There is, however, no model or standard personnel department because industry itself is so infinitely varied. British industry is largely made up of companies employing less than a hundred persons. No specialized department is necessary for so small a unit and, in all probability, one personnel officer, responsible to the head of the business, may adequately cover the normal personnel duties arising from the employment of anything from 250 to 500 employees. From 500 to 1,000 employees, personnel problems assume greater proportions and make desirable the employment of a personnel officer. The large industrial unit, and the combine in particular, employing more than a thousand persons, has a wide variety of personnel problems which call for degrees of specialization among members of its personnel department. In those companies, whether medium-sized or large-scale, where personnel management is an accepted practice, there is general recognition that the functions of the personnel department can be grouped into the six divisions already mentioned.

Personnel policies in industrial organizations are the concern of directors or principals. It then becomes the responsibility of management to see that policies are translated into good management practices so that the spirit and intention of policy are faithfully carried out. The personnel department, where it exists in an organization, is a specialist department used for helping the directors in their policy-making and assisting management in carrying out what has been agreed.

Personnel management in Great Britain has evolved from a 'welfare' origin. In its earliest days it may have meant little more than the good intentions of an owner who put what he felt into practice by occasional acts of benevolence or generosity. Welfare officers were first employed in a few of these 'enlightened' companies until the problems of the First World War brought about a considerable increase of similar appointments. A majority of these war-time appointments were terminated with the return of peace-time competition.

It was not until the middle thirties, following upon the serious employment and social problems which followed in the wake of periods of slump and depression, that the establishment of an employment and welfare department began to interest an increasing number of managements. Progress was relatively slow since, for economic and other reasons, the majority of employers were reluctant to regard the labour problems of management as worthy of special study and attention. Personnel management grew principally in the new industries where employers were keen to attract and maintain a stable and efficient working force, as well as in the old-established companies where employers brought a human outlook to bear on matters affecting their employees.

As a result, personnel management had won a firm place in the management organization of a number of industries before the Second World War and, during the War, as the human problems of management again assumed immense proportions, the number of personnel departments increased more than four-fold. Since the War this growth has been maintained.

The problems which confront personnel managers to-day are the improvement of factory relations to the point where national aims and the common interest of management and men may be realized, provision of the right climate of incentive for harder and better work, and making the best use of individual, or group, ability. The techniques employed by personnel managers in tackling these problems are elaborated by Mr. Moxon. Yet though these techniques are the methods by which industry seeks to promote more fairness and justice in factory life and to secure more efficient production, the will to do these things, the good intentions or principles, are as fundamental and as important as they were to the early pioneers. What makes the task more formidable is the knowledge that better management practice of to-day requires a full understanding and a greater measure of support from workpeople and their union representatives, the majority of whom have long memories and are not yet convinced that job security ultimately depends on taking every opportunity to increase production, improve quality and reduce costs.

Other topics considered by Mr. Moxon in this thoughtful and carefully ordered broadsheet are the relation of the personnel to other factory departments and the way in which a personnel department might be organized.