CHAPTER III
ORGANISING THE PERSONNEL FUNCTION

"Unless there is a sound organisation structure, a major personnel officer reporting to President and a continuous co-ordination of the personnel department with line organisation, the personnel programme of the company does not reach its highest degree of effectiveness."  

— Harold B. Bergen

When Personnel Management is considered in relation to the organisation and structure of the company, attention given to its various aspects such as employment, training, welfare and working conditions, wages and communication, is complementary to and not a substitute for good organisation. People like to work for a company which runs smoothly, where there is clear definition of structure and responsibilities of management and an efficient organisation of work.

The success of a company’s personnel programme depends in a large measure upon a good organisation. Such an organisation helps to define not only the relationship of the activities that are performed within the company but also the duties and relationships of the personnel who perform these activities. Good organisation is essential to efficient employee performance since it affects both

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the manner in which the work is to be performed and the effectiveness with which the work is supervised and controlled. The nature of the duties and inter-personnel relationships that each employee encounters within the organisation also have an influence upon the satisfaction that he gains through his job and the effort he devotes to it. Thus, in order for the objectives of any company to be realised, the efforts of all employees must be organised properly.

Management Structure

As stated earlier, there were 14 working textile units in Punjab and Haryana in the beginning of 1971. All these units are in the private sector and are governed by the Indian Companies Act. At the apex of the management structure is the Board of Directors which is the top policy making body. The day-to-day administration at the unit level is carried out by the General Manager/Manager/Vice-President who for all practical purposes functions as the Chief Executive. In between the Board of Directors and the general manager is the managing director (not in all units). In some units such as ECM, GCT, JTM, USW and VSG he takes active interest in day-to-day operations and virtually functions as the chief executive while in other units the managing director/director provides general supervision and direction. In the units belonging to big business, the Managing Director
only exercises general supervision. Obviously, with multifarious duties and responsibilities, he cannot give too much time to one particular unit. It may, however, be noted that all major policy decisions are taken at the Head office at levels outside the units under our study. To that extent, the unit level chief executive's freedom of functioning is restricted.

All the units are organised on a functional basis and the general pattern is as follows:

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Managing Director

General Manager/Manager/Vice-President

Spinning Weaving Engineering Factory Secretary/ Purchase/
Officer

In some units there are separate departments for purchase/sale and store. In others, purchase and sale, are looked after by the Secretary/Finance Officer. Further information about the management structure is given in organisation charts 1 to 14.

Personnel Function at the Unit Level

Personnel function as such has to be performed in any organisation irrespective of its nature, size and ownership, management philosophy etc. The required personnel
have to be recruited, trained and remunerated. For proper allocation of manpower in appropriate positions, promotions and transfers have to be effected. Grievances of the workforce have to be redressed. Occasional negotiations/consultation with the workgroup/unions have to be undertaken; statutory laws have to be implemented etc. What matters is how effectively personnel activities are performed? Is the exercise of personnel function conducive to the most effective utilisation of human resources? The efficient performance of the personnel function depends on its place in the organisation structure, the calibre of officers responsible for the personnel function, the image of the personnel department, the authority and the power entrusted to, the top management’s interest in personnel matters and their confidence in the personnel department, the relationship between the personnel department and other functional departments etc.

A separate personnel department staffed by specialists and suitably placed in the organisational hierarchy is a pre-condition for the effective performance of the personnel function in an organisation and effective use of manpower. In the units under study, except in HTM Hissar where there is a separate personnel department, in all the units, the personnel function has been entrusted to the Factory Manager who is neither a
personnel specialist nor he can devote sufficient time to personnel matters. The responsibilities of the factory manager are many and varied. Important among which are liaison with Government, Estate Administration, security and fire-fighting, legal matters etc.

Every unit certainly has one or more labour officer/welfare officer entrusted with the administration of some of the personnel functions but his status is not high in the organisational hierarchy. It may be noted that the appointment of labour/welfare officer is a statutory requirement under Factories Act, 1948. The organisation of the personnel function in the units under study is given below: (the over all view is given at the end of this chapter):

J.C.T.

There is no separate personnel department in the Unit. The personnel function has been entrusted to the factory manager who reports directly to the General Manager. His position in the organisational hierarchy is the same as that of the heads of other functional departments. As the unit belongs to the Thapar Group, all major policy decisions including personnel are taken at the head office. Personnel and Labour policies relating to this particular unit are laid down by the general manager in consultation with factory manager.
Within the broad policy framework, the factory manager has sufficient freedom in the exercise of the personnel functions. Even though, the factory manager has other responsibilities in regard to the factory administration, personnel matters are his primary concern. The factory manager is not a personnel specialist but he is assisted by two assistant factory managers. Both of whom are well qualified for personnel administration. One of these assistant factory managers looks after recruitment, training and wage and salary administration. The other is responsible for promotions, transfer, grievances, works committee and standing orders. In addition, there are labour welfare and labour officer (law) who report directly to the factory manager but whose ranking is lower than that of assistant factory manager. Labour Welfare Officer is responsible for all the functions required under the Factories Act. Labour Officer (Law) takes care of disciplinary action, conciliation, arbitration, adjudication, Labour court etc. (See chapter: I).

It is significant to note that the responsibilities of the factory manager and his staff referred to above are confined only to rank and file and clerical workers; technical, supervisory and managerial personnel are outside their purview. All matters relating to technical and managerial personnel including selection, training, salary
Partial organisation Structure as in December, 1971

Managing Director
  General Manager
    Spinning Supdt.
    Weaving Supdt.
    Assistant
    Senior Assistant
    Assistant
    Spinning Master
    Weaving Master
    Assistant
    Senior Assistant
    Assistant
    Chief Engineer
    Assistant
    Shift Engineer
    Assistant
    Factory Manager
    Assistant
    Factory Manager
    Recruitment
    Development
    Wage and Salary
    Account
    Senior Assistant
    Assistant
    Account
    Assistant
    Sales Officer
    Assistant
    Clerks
    Clerks
    Labour Welfare Officer
    Labour Officer

L.W.O. = Labour Welfare Officer
L.O. = Labour Officer.
fixation, promotion, transfers etc. are taken at the head office; the general manager is, of course, consulted. Matters relating to supervisory personnel are handled directly by the general manager.

This unit does not have a separate personnel department. Personnel matters are jointly handled by the general manager and the factory manager. Subject to overall supervision by the general manager, the factory manager has total responsibility for rank and file workers and clerical staff. The factory manager has no say regarding technical and managerial personnel who are taken care of by the general manager in consultation with the director (Chart II).

The factory manager is himself responsible for recruitment, training, wage and salary, administration and industrial relations. He holds no qualifications except his long experience to handle personnel matters, nor he is assisted by any qualified staff in these matters. The Labour Welfare is, however, looked after by a Labour Officer appointed under the Factories Act, 1948 who reports to factory manager. The Labour Welfare Officer has one Assistant Labour Officer reporting to him.

\[\text{T.I.T.}^{2}\]

\[2\text{T.I.T. Mills is attached to Technological Institute of Textiles, Bhiwani, an educational institution run by Birla Education Trust, Pilani.}\]
A group of textile mills in the Birla Group are under the overall charge of a representative of the top management, designated as Director. The present incumbent is Mr M D Dalmia who is also the Chairman of the T.I.T. Managing Committee.
Attached to the general manager's office is a legal section staffed by qualified personnel who render staff service to the factory manager in matters of labour laws. They have, however, no line responsibility and their role is only advisory.

B.T.M.

This unit is owned by the Gwalior Rayon Silk Mills, Gwalior, which belongs to the Birla Group and all major policies are decided at that level. The day-to-day administration of the unit is, however, run by the factory manager. In between the factory manager and the top management in Gwalior, is the general manager of TIT Mills, Bhiwani (another Birla concern located at the same place) who exercises general supervisory functions over this unit. There is no separate personnel department but there is a labour department under the direct charge of factory manager, who is assisted by Labour Welfare Officer (Chart III). The jurisdiction of Labour Department is limited to manual and clerical workers only. The factory manager has no technical qualifications in personnel matters. As virtual head of the mill, how much time he can devote to personnel matters is any body's guess? The labour welfare officer possesses the qualifications prescribed under the Factories Act. With many heavy involvements of the factory manager, Labour Welfare Officer
CHART III. BHIWANI TEXTILE MILLS, BHIWANI

Partial Organisation Structure as in December, 1971

General Manager

Factory Manager

Spinning Master

Weaving Master

Secretary

Sales Manager

Store Officer

Assistant Spinning Master

Assistant Weaving Master

Assistant Accountant

Assistant Sales Manager

Assistant Clerk

Assistant

Assistant

Labour Welfare Officer

Recruitment

Wage and Salary Administration

Development

Welfare Work

Weaving Master

Assistant

Assistant

Weaving Master

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant

Assistant
has to do much of the personnel work but his status in the organisational hierarchy is fairly low and he can have little influence with the heads of other functional departments. With the exception of wage and salary administration which has been assigned to a head time-keeper, other personnel functions such as recruitment, training, welfare are the responsibilities of the labour welfare officer, subject to the supervision of the factory manager.

Industrial relation matters such as negotiations with the unions, conciliation, adjudication etc. are looked after jointly by the factory manager of this unit and factory manager of T.I.T. Mills, Bhiwani.

D.S.W.

It is a small unit with more or less a stationary work force. With hardly any new recruitment, no need is felt for any induction and training programme; there are not many promotions and transfers either. The welfare work is almost non existent. The total environment offers limited scope for personnel function. The office manager reporting to the manager has been entrusted with this responsibility (Chart IV). Since the unit is not statutorily required to appoint Labour Welfare Officer, there is no qualified person in the unit to handle whatever personnel problems may arise, or to advise the manager in this matter.
This is one unit which has a full fledged personnel department under the charge of a qualified industrial relations officer. He reports directly to the manager and his position in the organisation and his status is at par with the heads of other functional departments. He is assisted by three qualified officers - viz. two labour welfare officers, one labour officer (law) (Chart V) one of the labour welfare officers is responsible for
Partial organisation structure as in December, 1971

Director
  
Manager
  
Spinning Supdt.
  
Works Secretary
  
Industrial Relations Officer
  
Store Manager
  
Chief Engineer
  
K E Spinning Master
  
Deputy Spinning Master
  
Assistant Accounts Officer
  
Welfare Officer
  
Labor Welfare Officer (Law)
  
Disciplinary action and Conciliation and Labour cases and court work

L E Spinning Master
  
Deputy Spinning Master
  
Assistant Accounts Officer
  
Welfare Officer
  
Labor Welfare Officer

E S I. Co-operative Society Joint Committee meeting
recruitment, induction, training, promotion, transfer
and wage and salary administration. The other looks after
welfare, E.S.I., Provident Fund, works committee and joint
committees. The Labour Officer (law) has been entrusted
with disciplinary cases, grievance handling, conciliation,
arbitration, adjudication, labour courts and administration
of standing orders etc. Union management negotiation/
consultation are handled directly by the Industrial
relations officers. On all important issues, however,
he has to seek advice and guidance from the manager. While
the unit has a well organised personnel department, its
role is largely confined to the administration of personnel
policies laid by top management (D.C.M.) at the head office.
Though the industrial relations officer and his department
do advise the higher management in regard to personnel
policies, their role in policy formulation is limited.
Further, the personnel department confines its function
only to manual and clerical employees. The officers are
completely outside their purview. Technical, managerial
and supervisory work force is recruited and trained at
head office. Their salaries are determined by head office
and their promotions and transfers are done by the head
office.

V.S.G.

In this Unit, the personnel function is the
responsibility of the joint managing director. While there
is a managing director, much of the responsibility for running the mill rests with the joint managing director and personnel is one of his many responsibilities. For handling the personnel function, the joint managing director is assisted by (1) an assistant factory manager (2) a personnel officer and (3) a labour officer (Chart VI). The assistant factory manager whose ranking is lower than the heads of other functional departments mostly deals with legal aspect. The personnel officer whose status in organisational hierarchy is lower than that of Assistant Factory Manager is a key person in personnel administration. He is overall incharge of the training programmes in the organisation. He plays a significant role in the selection of technical and managerial personnel; also he reports directly to the joint managing director. Labour officer whose position in the organisation hierarchy is still lower is responsible for recruitment of rank and file workers, wage and salary administration, E.S.I. and Provident Fund. It is of interest to note that all the three officers handling the personnel report directly to the joint managing director but the ranking and status of all three is different.

In spite of his multifarious duties, the joint managing director takes active interest in personnel matters. The officers reporting to him do not have high status in the
organisation hierarchy but they have been entrusted with very wide responsibilities. For example, recruitment, training, placement of technical and managerial personnel is not outside the purview of the personnel officer. In these matters decisions are, of course, taken by the Joint Managing Director but the personnel officer has considerable say. It seems that even in the absence of a separate personnel department and in spite of lower designation of personnel and labour officer, the personnel functions in the unit is well organised and is receiving due attention.

K.T.M.

The personnel functions in this unit are performed by manager (works) assisted by a labour officer whose appointment is a statutory requirement. Labour officer is responsible for recruitment, induction, training, promotion, transfer, wage and salary administration, handling of grievances, working of the works committee subject to the overall supervision of the Manager (Works). Besides personnel, the Manager (Works) is also responsible for the overall working of the unit and reports directly to the director incharge.

The labour officer’s status is much below the rank of the heads of the various functional departments (Chart VII). He has no say in personnel policies which
Partial Organisation Structure as in December, 1971

Manager (Works)

Manager

Assistant Manager

Labour Officer

Recruitment Development

Wage and Salary Administration

Head Time-keeper

Sales Manager

Assistant

Sales Clerks

Record Clerk

Store Manager

Assistant

Clerks

Manager

Assistant

Clerks

Cashier

Assistant

Clerks

Assistant

Clerks

Chief Engineer

Engineer

Shift In-charge

Assistant

Shift In-charge

Spinning Master

Assistant

Spinning Master

Shift In-charge

Director In-charge

PART VI. KHARAR TEXTILE MILLS, KHARAR
are determined by the director incharge of this unit and the director incharge of the sister units (Panipat Woollen Mills, Kharar). For both the units, the responsibility in regard to managerial and technical personnel rests jointly with the two Directors-in-charge and the Manager (Works).

B.C. & I.

There is no personnel department in this unit. The personnel function has been entrusted to the factory manager who reports directly to the Vice-President. His position in the organisation hierarchy is the same as that of the heads of other functional departments. As the unit belongs to a group of four cotton mills under the Birla Group, all major policy decisions including personnel are taken jointly for all the four mills. There is one president for the group as a whole and day to day administration of each of the four units is run by a Vice-President. Major policies are decided at the Annual Conference attended by the President, four Vice-Presidents and other Senior Managers. The Factory Manager is assisted by Labour-cum-Welfare Officer (Chart VIII) who looks after recruitment, training, induction, promotion, wage and salary administration and welfare work. Labour Welfare Officer is also responsible for the implementation of statutory requirements of Factories Act 1948.
Partial organisation structure as in December, 1971.

CHART VIII. BHARAT COMMERCE INDUSTRIES, RAJPURA
Technical, supervisory and managerial staff are within the purview of the Vice-President of the Unit.

U.S.W.

Personnel and labour administration are the responsibility of the factory manager. He is assisted by a labour officer and labour welfare officer. Both these officers are well qualified to handle the personnel function. The latter looks after welfare work, as defined under the Factories Act, 1948. Most of the personnel matters are handled by labour officer (Chart IX), these include recruitment, training, wage and salary administration, E.S.I. and Provident Fund, grievances, discipline and labour disputes. Implementation of labour laws directly rests with the factory manager. The management of technical and managerial manpower rests with general manager and managing director.

S.B.C.

This unit has a labour department under the charge of a factory manager who is assisted by a qualified personnel-cum-labour welfare officer (Chart X). He holds a Master's degree in Social Work as well as Diploma in Industrial Relations. The Personnel-cum-Labour Welfare Officer is responsible for recruitment, induction, training, promotion and transfer. He is assisted by head time keeper for wage and salary administration. Factory manager of the unit
CHAPTER IX. USHA SPINNING AND BLENDING MILLS, FARIDABAD
Partial organisation structure as in December, 1971.
Partial Organization Structure as in December, 1971.

CHART X. BHAWANI COTTON MILLS, ABOHAR
Personnel functions are exercised by the mill manager who is also responsible for other functions such as production, sales etc. He is assisted by Labour Officer and Labour Officer (law). Both these officers rank below the heads of other functional departments. Labour Officer (law) deals with what may be broadly described as Industrial relations matters. Personnel matters like recruitment, training, promotion, transfer etc. are taken care of by the labour officer of the unit (Chart XI).

Matters relating to officers are directly handled by the Managing Director after consulting Manager of the Unit.

There is no separate personnel department in this Unit. The personnel functions have been entrusted to the factory manager by the Director of the unit. The position of the factory manager is the same as that of the heads of other functional departments. Personnel and labour policies are laid down by the Director of the Unit. The factory manager is assisted by a labour officer in matters of recruitment, training, promotion and transfers, wage
Partially Organizational Structure as in December, 1971

CHART XI. MOHAN SPINNING MILLS, ROHTAK
and salary administration and Industrial relations.

Welfare work is the charge of a Labour Welfare Officer who also reports to the Factory Manager (Chart XII). The implementation of labour laws and standing orders are the direct responsibility of the Factory Manager.

Management of the technical, supervisory and managerial staff are outside the purview of the factory manager and these are administered by the Director of the unit himself.

E.C.M.

It is the smallest unit employing 300 workers and was the last to come up. Personnel matters are handled by the Managing Director himself. While for production, finance, sales etc. he has senior officers holding charge of their responsible departments, there is no officer at that level to manage personnel function. There is, however, a qualified Labour Officer to assist him in the discharge of personnel function relating to rank and file workers and clerical staff. The Labour Officer is further assisted by a Head Time-keeper for wage and salary administration (Chart XIII). The Labour Officer has nothing to do with managerial or supervisory personnel, which is the sole prerogative of the Managing Director.
PARTIAL ORGANISATION STRUCTURE AS IN DECEMBER, 1971

CHART XI. JANWA TEXILE MILLS, GURGAON
In this Unit, the personnel function is the responsibility of the Administrative Officer-cum-Factory Manager (Chart XIV). He is assisted by a Labour Welfare Officer whose appointment is a statutory requirement under the Factories Act, 1948. Industrial Relation matters such as negotiations/consultation, conciliation, arbitration etc., wage and salary and standing orders are handled directly by the Administrative Officer-cum-Factory Manager. Personnel matters relating to workers - recruitment, training, welfare etc. are entrusted to Labour Welfare Officer.

Place of the Personnel Function

In the entire cotton mill industry in this region, there is only one unit viz. HTM which has a full fledged personnel department headed by a person properly qualified for the personnel function. He enjoys a status at par with the heads of other functional departments. In nine units, the personnel function is handled by the factory manager who has many other responsibilities also. His status is, of course, at par with heads of departments, but he neither possesses any professional qualifications to manage personnel matters nor can he devote full time to this work. One of the units where factory manager is responsible for the personnel function is J.C.T. In this particular unit
Partial Organisation Structure as in December, 1971

- Managing Director
- Spinning Master
- Assistant Spinning Master
- Shift Engineer
- Assistant Engineer
- Accountant
- Assistant Accountant
- Factory Manager/Officer
- Sales Officer
- Labour Welfare Officer
- Employment Training Officer
- Wages and Salary Administration Officer
- Sales Assistant
- Accounts Officer
- Assistant Accounts Officer
- Chief Engineer
- Engineer
- Assistant Engineer
- Managing Director

CHART XIV: GOPI CHAND TEXTILE MILLS, SIRSA
though there is no separate personnel department but the personnel function is well organised. The factory manager's primary concern is personnel and he is assisted by two well qualified assistant factory managers. In one unit viz. D.S.W. the office manager is responsible for matters relating to personnel also. In four units, the manager is virtually responsible for the running of the total enterprise, though designated differently in different units i.e. Joint Managing Director in V.S.G., E.C.M., Manager (Works) in K.T.M. etc. and is personally responsible for personnel administration. While the interest of the top management is commendable, it is obvious that with many major responsibilities, he can give only limited attention to manpower problems. The ultimate responsibility for the personnel function as for other matters such as production, finance, marketing does rest with the Chief Executive but the establishment of a separate personnel department at par with production, finance and marketing departments is an indication of the importance attached to the personnel function. It is a reflection of the thinking of the top management that they do not consider personnel function less important than other functions. Viewed in this light, the personnel function has not received due recognition and its legitimate place in the organisation of the cotton mill industry.
It is of particular significance to note that in none of the units, matters relating to managerial and technical personnel are within the purview of the personnel department/factory department. It only takes care of manual and clerical workers. In the units which belong to big business, these matters are decided at the head office where, of course, high degree of expertise to handle personnel matters exist.

Formulation of Personnel Policies

The personnel policies are formulated either at the head office (as in case of units belonging to big business group) or at the level of chief executive. The responsibilities of personnel/factory/labour department are confined to the implementation of these policies. In fact, the personnel policies manual is conspicuous by its absence and what may be considered as the implementation of personnel policy is virtually handling of the day to day problems as they arise on the basis of expediency and the implementation of Labour Laws. At its best, the personnel policy is what has been contained in the standing orders and what may be inferred from traditions, customs and practices of a particular unit. The situation in the cotton mill industry is that, firstly there is no well-defined personnel

3The office of Labour Welfare Officer/Labour Officer is designated as Labour department but it is not at par with other functional departments and is not a department in that sense.
policy and secondly whatever exists in the name of a policy, the agency responsible for the administration of the personnel function has almost a negligible role in its formulation. Personnel administration for all practical purposes is the administration of workers in accordance with the Labour Laws, awards, agreements, settlements etc.

Welfare Officer/Labour Officer

Under the Factories Act of 1948 and the rules made there under, by the Punjab Government, every factory employing more than 500 workers is required to appoint a welfare officer. The terms and conditions of his employment as well as his responsibilities and duties are also defined under the Rules. In compliance with these Rules, welfare officers have been appointed in the cotton mill industry, the number of such officer depending upon the size of the work force. The designation is not necessarily welfare officer, it may as well be labour welfare officer/personnel officer/labour officer. In six units, there is one labour welfare officer; while in seven

4 The Punjab Welfare Officers Recruitment and conditions of service rules, 1952.

5 The same Rules are applicable in Haryana.

6 An additional welfare officer is required to be appointed for every 2000 workers or fraction thereof over 500 workers.
other the number of such officer is two or more. In a few units there is another officer designated as Labour Officer (Law) who is primarily concerned with matters relating to Labour Laws. In units where there is both welfare officer and labour officer, the division of function between the two is not very clear cut. The change of designation from welfare officer to labour officer is not without a purpose.

The responsibilities of this particular officer are in practice not confined to what has been given under the Rules and in many units he is entrusted with additional functions; for example he may be actively involved in the recruitment of the work force, he may be responsible with the administration of E.S.I. and P.F., he may represent the management in conciliation proceedings, Labour courts, union management negotiations etc. He is expected to represent the worker's point of view to the management and interpret management's policy to workers. He is expected to be neutral in a dispute between management and its workers. This neutrality is very difficult to maintain; for most of the time, he is acting on behalf of the management. It does not mean that he feels totally unconcerned about employee's problems; for example, he is entrusted with the redressal of worker's grievances. But by and large, the interest of the management is upper most in his mind. This is understandable; he is after all
paid by the management and he grows faster in the organisation if he does what management wants him to do.

One of the responsibilities of Welfare Officer is to render legal advice to the workers. In his entire field work the researcher did not come across a single case where Welfare Officer has provided legal advice to the worker who felt aggrieved by some management action.

**Status**

The qualifications of a Welfare Officer and the procedure for his appointment has been statutorily prescribed. It has been further provided under the rules that he shall be given appropriate status corresponding to the status of other executive heads of the factory. In the cotton mill industry, while the qualification of a Welfare Officer are in accordance with the Rules, his status in the organisation leaves much to be desired.

**Relationship with other Departments**

Personnel department/any other department entrusted with personnel function is essentially a staff or service department. The effective implementation of personnel policies and efficient use of human resources depends in a large measure on the cooperation of line departments who are the users of manpower. Such cooperation cannot be always taken for granted. Much depends upon the calibre
of the personnel department, its rapport with the line departments, the process of policy formulation, the image of personnel department in the total organisation and the confidence and trust of the management. Since the factory manager who, in most of the units under study, is entrusted with personnel functions, enjoys a high status in the organisation, his opinion and decisions carry weight with the line management and it is always not necessary for him to seek the intervention of the General Manager to ensure compliance (the position in HTM with a separate personnel is the same). It must, however, be conceded that Welfare Officer/Labour Officer who does much of the personnel work does not command the same influence. The line departmental heads consider themselves superior to Welfare Officer/Labour Officer and they are reluctant to treat him at par. The traditional line and staff conflict exists in the units under study, the extent depending upon calibre and personality of staff officer concerned. For instance, in B.C. & I. and S.B.C., the Labour Welfare Officer cannot be taken lightly by the line department or his views and opinion ignored.

Considering the organisation of the personnel function, the role and status of personnel manager/officer and the functions entrusted to him, the units under study may be ranked as under:
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<tr>
<th>Serial No.</th>
<th>Name of the Unit</th>
<th>Rank</th>
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<tbody>
<tr>
<td>1.</td>
<td>JCT Phagwara</td>
<td>II</td>
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<tr>
<td>2.</td>
<td>TIT Bhiwani</td>
<td>III</td>
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<td>3.</td>
<td>BTM Bhiwani</td>
<td>VIII</td>
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<td>4.</td>
<td>DSW Amritsar</td>
<td>XIV</td>
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<tr>
<td>5.</td>
<td>HTM Hissar</td>
<td>I</td>
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<td>6.</td>
<td>VSG Ludhiana</td>
<td>IV</td>
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<td>7.</td>
<td>KTM Kharar</td>
<td>X</td>
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<td>8.</td>
<td>BCI Rajpura</td>
<td>V</td>
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<td>9.</td>
<td>USW Faridabad</td>
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<td>ECM Ballabgarh</td>
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