

Manpower Planning

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Manpower planning is the process – including forecasting, developing and controlling – by which a firm ensures that it has the right number of people and the right kind of people at the right places at the right time doing work for which they are economically most useful.

Manpower planning could be seen as a series of activities, consisting of the following.

1. Forecasting future manpower requirements, either in terms of mathematical projections of trends in the economy and developments in the industry, or of judgemental estimates based upon specific future plans of the company.
2. Inventorying present manpower resources and analysing the degree to which these resources are employed optimally.
3. Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements, to determine their adequacy, both quantitatively and qualitatively.
4. Planning the necessary programmes of recruitment, selection, training, deployment, utilization, transfer, promotion, development, motivation and compensation so that future manpower requirements will be met.

Manpower planning makes for different purposes at different levels.

- ☐ National
- ☐ Sector-wise
- ☐ Industry-wise
- ☐ Individual unit-based

Some pay-offs from manpower planning to the organization are:

1. It is estimated that labour cost could form from 25 per cent of the production cost to 40 per cent of the selling cost, which could be controlled or effectively utilized for maximum return on investment.
2. Manpower development could be more effectively controlled. Once employed, it is difficult to terminate an employee's service owing to recessionary conditions, or even sometimes to transfer him from one unit/department to another due to union resistance.
3. The manpower plan may suggest changes in development plans and activities for which the individual will need to be prepared by training or by special assignments.
4. The manpower inventory can provide information to management for the internal succession of managerial personnel if there is a turnover which is not anticipated.

pay-offs from manpower planning ...

5. Manpower planning helps in formulating managerial succession plans as a part of the replacement process which is necessitated when job-change plans for managers are formulated. Besides, this exercise would provide enough lead time for identifying and developing managers to move up the corporate ladder.
6. Manpower planning will help managers to firm up on their long-term supply-and-demand expectations.

OBJECTIVES OF A MANPOWER PLAN :

One of the fundamental objectives of a manpower plan for a manager is its utility as a planning and control techniques. A manpower plan, because it is systematically done, enables a manager to predict his manpower requirements and control the number of manpower deployed, and due to a more precise matching of manpower needs to the firm's business plans, control the wage and salary costs.

The purpose of having a manpower plan either in the short run or in the long run is to have an accurate estimate of the number of employees required, with matching skill requirements to accomplish organization goals.

Forecasting Human Resource Demands

- Judgemental Forecasts (convention)
(Delphi and Nominal Group Techniques)
- Statistical Projections
(Multiple Regression Analysis)

MANPOWER ENVIRONMENT

At the enterprise level, a manpower planner has two kinds of environmental factors to deal with — the external environment and the internal one.

Internal Environment

The viability of a manpower plan will depend on the extent to which the top management of an enterprise supports this kind of activity. It would also depend on the ability of the manpower planner to provide inputs to top management, which will facilitate acceptance and implementation of a manpower plan.

A distinct manpower planning unit, a part of the personnel department, would initiate manpower planning activity. The responsibilities of the manpower planning unit in this regard are:

1. to assist, counsel and pressure operating management to plan and establish objective;
2. to collect and summarise data in total organizational terms and to assure consistency with long range objectives and other elements of the total business plan;
3. to monitor and measure performance against the plan and keep top management informed; and
4. to provide the research necessary for effective manpower and organization planning.

External Environment

The manpower planner has to take into account, with varying degrees of uncertainty, political, social, economic and technological factors which will have some influence on the planning process. Some of these will act as constraints which will have to be taken as given by the manpower planner.

- (1) Governmental Influences
- (2) Social Factors
- (3) Economic Factors
- (4) Technological Factors

Manpower Planning Process

Business Plan

Manpower Audit

Job Analysis & Description

An organization could be looked on as a network of “roles” — performing tasks assigned in order to achieve predetermined goals or objectives. In order to understand how the “roles” are performing in relation to the organization task system and objectives — to make changes either in terms of role assignment or reorganization of roles, or an evaluation of output — it is necessary to have a job analysis done. Methods to identify what is being done and what could be done are called job analysis and job description.

Job Analysis

Job analysis is the process by which data in regard to each job is systematically observed and noted. It provides information about the nature of the job and the characteristics or qualifications that are desirable in the job holder. The data from job analysis could be used for a variety of purposes. The job analysis study attempts to provide information in seven basic areas:

1. The job identification: its title, including the code number, if any.
2. Distinctive or significant characteristics of the job: its location; setting, supervision; union jurisdiction, if any; hazards and discomforts.
3. What the typical worker does: specific operations and tasks that make up the assignment; their relative timing and importance; the simplicity, routine or complexity of tasks; responsibilities for others, for property, for funds.

Job Analysis ...

4. What materials and equipment the worker uses: metals, plastics, grains, yarns, or lathes milling machines, electronic ignition testers, corn-huskers, punch presses, and micrometers are illustrative.
5. How the job is performed: emphasis here in on the nature of operations and may specify such operations as handling, feeding, removing drilling, driving, setting up and many others.
6. Required personnel attributes: experience, training, apprenticeship, physical strength, coordination or dexterity, physical demands, mental capabilities, aptitudes, social skills.

Job Description

Information provided by the job analysis process, written up in a standard format and style, helps establish a general commonality throughout an organization. A job description will generally describe the work performed, the responsibilities involved, the skill or training required, conditions under which the job is done, relationships with other jobs and personal requirements on the job. Some helpful suggestions for writing a job description are given below.

Job Description...

1. Give a clear, concise and readily understood picture of the whole job.
2. Describe in sufficient detail each of the main duties and responsibilities.
3. Keep a crisp style, omitting all unnecessary words, each sentence starting preferably with a verb.
4. Indicate the degrees of direction received and supervision given.

“A job description is not intended to catalogue all duties involved with the result that an employee would feel justified in declining to perform any work not included in the description. It should be regarded as an outline of the minimum requirement of the job, thus preserving flexibility of operations.”

Job Standards

Job analysis and job descriptions do not give an indication of the output for each job. Output indicators, when fixed, help to decide the number of employees required. Some of the well-known techniques for conducting such studies are Time Study and Work Sampling or Work Load Analysis.

Where machine-paced jobs are concerned, it is possible to arrive at precise figures for the time taken in producing 'X' number of units.

In white-collar jobs, besides quantity of output, qualitative inputs are necessary. If one only stresses quantity, then the quality that is expected may suffer.

Work studies of one kind or other have generally been greeted with suspicion by employees and their unions. The suspicion is generally based on the method and it is seen as an instrument to enhance output without the commensurate remuneration.

