

MANPOWER PLANNING

Manpower Planning

Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization.

Manpower planning also includes the details like how and when will new employees be acquired. This whole process is done keeping in view the goals of the organization, the future predictions for business and changing technology trends. This helps the organization be prepared for the future with the correct manpower at their disposal for business prosperity.

Need of Manpower Planning

Manpower Planning is advantageous to firm in following manner:

- (a) Shortages and surpluses can be identified so that quick action can be taken wherever required.
- (b) All the recruitment and selection programs are based on manpower planning.
- (c) It also helps to reduce the labor cost as excess staff can be identified and thereby overstaffing can be avoided.
- (d) It also helps to identify the available talents in a concern and accordingly training programs can be chalked out to develop those talents.
- (e) Through manpower planning, human resources can be readily available and they can be utilized in best manner.
- (f) It helps the organization to realize the importance of manpower management which ultimately helps in the stability of a concern.

Importance of Manpower Planning

1. Key to managerial functions- The four managerial functions, i.e., planning, organizing, directing and controlling are based upon the manpower. Human resources help in the implementation of all these managerial activities. Therefore, staffing becomes a key to all managerial functions.
2. Efficient utilization- Efficient management of personnel becomes an important function in the industrialization world of today. Setting of large scale enterprises requires management of large scale manpower. It can be effectively done through staffing function.
3. Motivation- Staffing function not only includes putting right men on right job, but it also comprises of motivational programs, i.e., incentive plans to be framed for further

participation and employment of employees in a concern. Therefore, all types of incentive plans become an integral part of staffing function.

4. Better human relations- A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations.
5. Higher productivity- Productivity level increases when resources are utilized in best possible manner. Higher productivity is a result of minimum wastage of time, money, efforts and energies. This is possible through the staffing and its related activities (Performance appraisal, training and development, remuneration)

Objectives of Manpower Planning

1. Optimum Productivity:

Skilled and qualified workers are recruited or they become so through the training programme provided by the organization, through the manpower planning. Hence, an organization can achieve the effective optimum utilization of human potential, which will result in optimum productivity and thereby, the production is carried out on uninterrupted.

2. Reduction in Labour cost:

Effective use of manpower, and optimum productivity will reduce the wastage. It will reduce the labour cost.

3. Effective Recruitment and Selection:

Right person can be placed at the right job and at right time through manpower planning. Because future need can be predicted by manpower planning. Therefore, effective recruitment and selection can be achieved so that no need to spend much amount on the training and labour turnover can be reduced.

4. Group Satisfaction:

By establishing mutually satisfying work relationship between all the members of the organization, group satisfaction and team spirit can be achieved.

Types of manpower planning

Types of manpower planning can be distinguished:

(A) On the basis of the level at which it is done.

(B) On the basis of the period for which it is done.

(A) Level based manpower planning :

(i) National level (macro level)

- Central government plans for human resources for the entire nation.

- It anticipates the demand for and supply of human requirements at national level.
e.g. Government sectors
- (ii) Industrial level (micro level)
 - In this level, planning is done to suit manpower needs of a particular industry. e.g. engineering, heavy industries, paper industries, public utility, textile/chemical industries
- (B) Period based manpower planning :
 - (1) Short term
 - Prepared for a period of 1 year.
 - It is concerned with the process of matching the existing employees with their present jobs so that they perform efficiently.
 - There should be perfect correlation between the jobs and individuals.
 - These types of plans are made as a part of 5 years plans at national level.
 - Useful at company level.
 - (2) Medium term
 - Made for 2 to 5 years
 - Prepared as a financial planning at national level
 - For employment opportunities and training and development of employees.
 - (3) Long term
 - Long term manpower planning covers a longer period say 15 to 20.
 - Estimates man power needs of a nation
 - Rises educational and training

Job Analysis

- Job analysis is a formal and detailed examination of jobs.
- It is the process of getting information about jobs: specially, what the worker does; how he gets it done; why he does it; skill, education and training required; relationship to other jobs, physical demands; environmental conditions.
- There are two major aspects of job analysis:

1. Job Description

2. Job Specification

Job Description

- Job description is prepared on the basis of data collected through job analysis.

- It is a description of the activities and duties to be performed in a job, the relationship of the job with other jobs, the equipment and tools involved, the nature of supervision, working conditions and hazards of the job and so on. Thus, job description differentiates one job from the other.

Job Specification

- While job description focuses on the job, job specification focuses on the person i.e, the job holder.
- Job specification is a statement of the minimum levels of qualifications, skills, physical and other abilities, experience, judgment and attributes required for performing job effectively.
- In other words, it is a statement of the minimum acceptable qualifications that an incumbent must possess to perform a given job.

Job Evaluation

- Job evaluation is a comparative process of establishing the value of different jobs in a hierarchical order.
- This serves as basis for grading different jobs and developing a suitable pay structure for them.

Uses of Job Analysis

1. Human resource planning:

Job analysis helps in forecasting human resource requirements in terms of knowledge and skills. It also helps in determining quality of human resources needed in an organization.

2. Recruitment:

Basically, the goal of the human resource planning is to match the right people with the right job. This is possible only after having adequate information about the jobs that need to be staffed. It is job analysis that provides job information. Thus, job analysis is used to find out how and when to hire people for future job openings. An understanding of the skills needed and the positions that are vacant in future helps managers to plan and hire people in a systematic way.

3. Selection:

Without a proper understanding of what is to be done on a job, it is not possible to select the right person.

4. Placement and orientation:

As job analysis provides information about what skills and qualities are required to do a job, the management can gear orientation programmes towards helping the employees learn the required skills and qualities. It, thus, helps management place an employee on the job best suited to him/her.

5. Training:

Whether or not a current or potential job holder requires additional training can be determined only after the specific needs of the jobs have been identified through a job analysis.

6. Counselling:

Managers can properly counsel employees about their careers when they understand the different jobs in the organization.

7. Employee safety:

Job analysis helps in identifying and uncovering hazardous conditions and unhealthy environmental factors such as heat, noise, fumes, dust, etc. and, thus, facilitates management to take corrective measures to minimize and avoid the possibility of accidents causing human injury.

8. Performance appraisal:

Performance appraisal involves comparing the actual performance of an employee with the standard one, i.e., what is expected of him/her. Such appraisal or assessment serves as basis for awarding promotions, effecting transfers, or assessing training needs. Job analysis helps in establishing job standards which may be compared with the actual performance/contribution of each employee.

9. Job evaluation:

Job analysis helps in finding the relative worth of a job, based on criteria such as degree of difficulty, type of work done, skills and knowledge needed, etc. It, thus, helps in developing appropriate wage and salary structures.

Recruitment

Recruitment is defined as a process that provides the organization with a pool of qualified job candidates from which to choose. It refers to the overall process of attracting, shortlisting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization. Before companies recruit, they must implement proper staffing plans and forecasting to determine how many people they will need. The basis of the forecast will be the annual budget of the organization and the short- to long-term plans of the organization—for example, the possibility of expansion.

Selection

Selection is the process of picking or choosing the right candidate, who is most suitable to fill the jobs in the organization.

In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The selection of a right applicant helps the organization in reaching its objectives.

The procedure of selection may vary from industry to industry, company to company and even from department to department.

Every organization designs its selection process, keeping in mind the urgency of hiring people and the prerequisites for the job vacancy.

Steps of Selection Process

The selection procedure comprises of following systematic steps:

1. **Inviting applications:** The prospective candidates from within the organization or outside the organization are called for applying for the post. Detailed job description and job specification are provided in the advertisement for the job. It attracts a large number of candidates from various areas.
2. **Receiving Applications:** Detailed applications are collected from the candidates which provide the necessary information about personal and professional details of a person. These applications contain the candidate data such as age, qualification, experience, etc.

3. **Screening Applications:** As the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.
4. **Employment Tests:** As the final list of candidates becomes ready after the screening of applications, several tests are conducted such as intelligence tests, aptitude tests, interest tests, psychological tests, personality tests, etc. These tests are conducted to judge the suitability of the candidate for the job.
5. **Employment Interview:** The one on one session with the candidate is conducted to gain more insights about him. Here, the interviewer asks questions from the applicant to discover more about him and to give him the accurate picture of the kind of a job he is required to perform. Through an interview, it is easier for the employer to understand the candidate's expectations from the job and also his communication skills along with the confidence level can be checked at this stage.
6. **Checking References:** The firms usually ask for the references from the candidate to cross check the authenticity of the information provided by him. These references could be from the education institute from where the candidate has completed his studies or from his previous employment where he was formerly engaged. These references are checked to know the conduct and behavior of an individual and also his potential of learning new jobs.
7. **Medical Examination:** Here the physical and mental fitness of the candidate are checked to ensure that he is capable of performing the job.
8. **Final Selection:** Finally, the candidate who qualifies all the rounds of a selection process is given the appointment letter to join the firm. The appointment letter specifies the post, title, salary and terms of employment. Generally, initial appointment is on probation and after specific time period it becomes permanent.

Induction

When a candidate accepts the job offer, the induction process begins.

Induction is the process for welcoming newly recruited employees and supporting them to adjust to their new roles and working environments.

It helps in the effective integration of the employee into the organization.

Basically there are two types of inductions, Formal induction and Informal induction.

Formal induction is a planned attempt to introduce new employees to the organization, job and the working environment. This induction type may consume more time of the superiors to learn and deliver the new employees needs at the beginning. But this may create new employees less number of errors at the working period and good coordination among all the parties. Advantage of the formal induction program is organization will have the better chance to win the new employees' loyalty at the very beginning. And also new employee will have the chance to carry his/her works clearly, with less numbers of errors.

Informal induction is not planned. New employees learn through trial and error method. They get familiar with the work and work environment by themselves. This induction type will make the stress on new employee at the very beginning, because of his/her not knowing things at the operations. Also this method will create a large number of errors making by new employee and then it may creates big losses to the organization.