

H. R. Managers Course

Manpower Planning

Manpower Planning

Planning is a Management Function including:

- ◆ Forecasting
- ◆ Establishing Objectives
- ◆ Programming and scheduling
- ◆ Budgeting
- ◆ Establishing procedures
- ◆ Developing Policies

Manpower Planning

Main stages of planning process are:

- ◆ Setting priorities
- ◆ Turning priorities into objectives & plans
- ◆ Turning plans into action – implementing
- ◆ Monitoring plans

Manpower Planning

- Manpower planning is one part of this overall planning process
- Linked to the business strategy
- It is about supply and demand

Manpower planning

- Planning is dynamic and has to take account of changes
- Affected by legislative & policy changes
- Can be done at “Macro” or “Micro” level
- Usually done by specialists

Manpower Planning

Manpower planning involves:

Evaluating – existing staffing resources

Forecasting – estimating the staff needed to achieve Agency objectives

Anticipating – likely changes e.g. planned service improvements

Manpower Planning

- Manpower planning focuses on the **numbers** of staff likely to be employed and the **supply** of staff in the market

Manpower Planning

DEFINITION

“A Strategy for the acquisition, utilisation, improvement and retention of the organisations human resources.”

Manpower Planning

Four main methods

- **Managerial judgement**
- **Statistical Analysis**
- **Projections of Productivity**
- **O& M or Work Study**

Manpower Planning

Managerial Judgement

- Simplest most conventional method
- Most effective in smaller, stable organisations
- Involves all managers in the process
- Managers need a good understanding of their own area of work and planned changes

A disadvantage: may depend on nothing more than a “best guess” by managers

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Statistical Analysis

- Uses statistical data – requires sufficient & reliable data
- Analyses recent history in organisation – especially on relationship between productivity & staff numbers
- Basis is to identify past trends & build forecasts

A disadvantage: can be affected by a lack of accurate information and by lack of stability

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Projections of Productivity

- Concentrates on productivity
- Can enhance the previous 2 methods
- Strongly influenced by technology (I T systems)
- Works best where input –output are fairly easy to quantify and change can be confidently predicted.

A disadvantage: productivity depends on staff motivation etc.

Manpower planning

Organisation & Methods

- Specialist field needs professional expertise
- Uses 2 main techniques 1. method- checks & looks for improvement in work methods & 2. work measurement – uses time study & standard processing times
- Calculates time required for work process

A disadvantage: difficult where work is not easy to measure e.g. policy development

Manpower Planning

An important element is forecasting: i.e. supply of manpower internal & external

Internal from current workforce

- How many people employed?
- Skill level
- Status / Grade
- Performance standards
- Potential for promotion / transfer / flexibility
- Planned retirements etc.

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External – information on the local labour market

- How many people are we likely to need?
- Do the skills exist locally?
- Can we train people if we recruit them?
- Do we have to compete with other employers?

Manpower Planning

Manpower planning has 4 basic stages

- Prepare a demand forecast – all departments
- Prepare a supply forecast
- Develop plan from steps 1 and 2
- Implement & Monitor the agreed plan