**Manpower Planning**

### Overview

The Manpower Planning is defined as identification and acquisition of the appropriate human capital at the right time and right cost for the effective operation of organizational functions. This entails analysis of current personnel availability, future demand and supply of human capital and bridging the gap.

### Policy on Manpower Planning

### Framework

### Procedures

**Illustration**

**Illustration I: Key Steps of the Manpower Planning Process –**

1. Review of organizational objectives
2. Identification of divisional demand for employees by HODs
3. Identification of current employee availability – Existing by HR
4. Identification of current employee utilization - examination of each staff role and responsibility, performance, competencies and staff development initiatives by HODs with assistance of HR
5. Net demand for labor with the requirement for additional employees through business case analysis by HOD
6. Standardizing the divisional staff demand through quantitative and qualitative factors - benchmarking by HODs together HR
7. Estimation of future human capital supply – Employees supply by HR

Through;

* 1. Promotion / Succession plans
	2. Training plans
	3. Recruitment Plans
1. Approval of the GM/MD/CEO/ED on the recommendation of the MPC
2. Divisional HR cost analysis by HR
3. Divisional manpower inclusion by HR

**Note:**

* HR statistics - absentee rates, age, and gender, attrition, hard-to fill jobs, exceptional individuals and their skills and training identification facilitated to HODs by HR
* Manpower plan to be approved in line with the annual budget.

**Illustration II - Manpower Planning Process Flow Chart**

**Company Plans /Strategies**

**Company objectives**

**Demand for employees**

**Current employee availability**

**Current employee utilization**

**HR statistics**

**Net Demand for employees**

**Standardization of divisional demand**

**Retirement/ redundancy programs**

**Estimate employees supply**

**Potential – promote**

**Existing – train**

**Promotion/ Succession Plans**

**Recruitment Plans**

**Training Plans**

**Divisional HR cost analysis**

**Employee Estimates – Manpower Plan**

**Approval**

**Manpower inclusion**

**Manpower Requisition Form**

|  |  |
| --- | --- |
| **Requestor Name** | **Division** |
| **Designation** | **Date**  |

|  |  |
| --- | --- |
| **Areas to be Considered** |  |
| Are the division goals in line with those of the organization? *Yes/ No - Comments* |  |
| Are there any divisional expansion or retrenchment plans? *Yes/ No - Comments* |  |
| Position/s to be filled and the number |  |
| Date required  |  |
| Is recruitment the most appropriate solution  | Additional position /New position Replacement /Existing |
| Replacement is due to (Pl tick)  | Resignation TerminationPromotion Transfer |
| Vacancy to be filled from (Pl tick)  | Within Outside |
| Type of employment (Pl tick) | Fulltime/ Part time TemporaryContract Any other |
| If **an existing position** becomes vacant the following need to be considered: * Is the position needed in its current form?
* The effect of non-replacement on service delivery
* Possibility of work reallocation amongst existing staff members or elimination
* Possibility of improving the position
* Possibility of the position to be sustained by the current budget
 |  |
| When a **new position** is proposed the following need to be considered;* + Purpose of the new position
	+ Congruence with the strategic direction
	+ Net annual HR cost of profile to the bank
 |  |
| **Qualifications Required**  |  |
| Academic qualification |  |
| Professional qualifications |  |
| Experience |  |
| Skills and behaviours  |  |
| Roles and Responsibilities |  |
| Reporting line |  |
| **Other Information**Salary range |  |
| Work location |  |
| Age range and gender |  |
| **Authorization** |  |
| HR division evaluation comments:  |  |
| Date of submission to the Committee by HR:  |  |
| Committee approval – comments (approved / not approved)Signature of committee member: |  |
| Date |

**Promotion Case Analysis** **Form**

|  |  |
| --- | --- |
| **Divisional Information** |  |
| Division |  |
| Proposed Job Title/s |  |
| Proposed job code and grade |  |
| Number of candidates considered for the promotion |  |
| Number of candidate/s to be promoted |  |
| Is there a system that enables all employees to learn about promotion opportunities on an equal basis |  |
| **Candidate information** |  |
| Academic and professional qualificationsPlease annex a copy of the CV of the candidate being proposed for promotion |  |
| Years of relevant experience |  |
| Key strengths of the candidateand what is expected of her/him to achieve in the new position. |  |
| Description of his/her experience and achievements in the present position in the past 2 years |  |
| New/ additional responsibilities in the new position |  |
| Expected performance achievement in the new position |  |
| Necessity of any training |  |
| Describe the candidate’s relationship with peers, superiors and subordinates. |  |
| Leadership skills |  |
| Performance evaluation rating for the past year and actions that merit consideration in assessing this promotion; e.g. Involvement in any business development / other related initiatives/technical initiatives and contribution towards maintaining quality of work in the last 12 months.  |  |
| Specific reasons for proposing the promotion for this candidate |  |
| Competencies that differentiates the candidate as having potential to add value at the next level rather than being in the present position |  |
| Cross functional ability  |  |
| The net increase in the income to the division as a result of the promotion  |  |
| The net increase in the cost to the division as a result of the promotion |  |
| Salaries for similar roles in the competitive firms. |  |

**HRIS Guidelines**

|  |  |
| --- | --- |
| **Information** |  **Comments** |
| **Personal data** **-** Age- Qualifications- overall experience- Special skills- Training record |  |
| **Position data**- Current job- Work history in the organization |  |
| **Financial data**- Current pay- Composition of pay- Incremental scale- Pension rights |  |
| **Head count analysis by*** Age
* Gender
* Area of travel (home address)
* Service in the organization
* Skills
* Grades
* Division.
 |  |

**Check list Forecasting the Demand:**

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| --- | --- | --- |
| **Areas to be considered** | **Yes/ No** | **Comments** |
| **Organizational decisions** |  |  |
| - Company’s future plans |  |  |
| - Estimated company’s business activity |  |  |
| - Divisional expansion plans |  |  |
| **External environmental challenges**The state of economy, political, legal, social technological changes and market forces and trends. |  |  |
| **Work force factors**Retirements, terminations, resignations, deaths, wastages (employee turnover, absenteeism and sickness), demographics etc. |  |  |

**Checklist for Forecasting the Supply of Labour:**

|  |  |  |
| --- | --- | --- |
| **Internal** |  **Yes/ No** |  **Comments** |
| Manpower inventories  |  |  |
| Turnover Analysis- % of employees who remain in job from one year to the next 5 years |  |  |
| Replacement chart |  |  |
| Succession planning  |  |  |
| **External** |  |  |
| * Demographic changes
* Education of workforce
* Labor mobility
* Government policies
* Unemployment
 |  |  |

**Bridging the Gap**

|  |  |  |
| --- | --- | --- |
| **Areas to be considered** |  **Yes/ No** | **Comments** |
| Recruitment |  |  |
| Alternative to recruitment* Reorganizing the work distribution, cross functional work, multitasking.
* Training & Development initiatives
* Increasing the existing employee’s responsibilities
* Redesigning or automating job tasks
* Employ contract staff
 |  |  |
| Redundancy |  |  |
| Succession planning |  |  |
| Productivity plan |  |  |
| Redeployment plan |  |  |

**The HR Cost Analysis**

**The Divisional Staff Categories, Numbers and Monthly Basic Salary Rates**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Division** | **Designation** |  **Number** | **Basic Salary Cost** | **\* Total salary cost**  |
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|  |  |  |  |

\* Note: Total salary cost is calculated through Basic Salary cost + Cost of Other fringe benefits

**Monthly Cost Incurred per each Category of Staff in Terms of Benefits**

|  |  |
| --- | --- |
| **Job Designation** | **Total Divisional Benefits Cost** |
| **Sales Incentives/ Attendance Incentive/ Medical Benefits** | **Transport Allowance/****Vehicle Allowance/ Fuel Cost**  | **Any Other Allowances**  | **Statutory Contributions (EPF/ ETF)** | **Total** |
| **Division** |
| **Designations** |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Total divisional benefit cost** |  |

**Overall Breakdown of the Monthly Total Remuneration and the Variable Cost for Divisions**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Division** | **Total Basic Salary cost (Rs)** | **Total Benefits Cost (Rs)** | **\* Variable Costs (Rs)** | **Total HR Costs per Division (Rs)** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

\* Note: Variable Costs calculations are to be made through MP 008D format

**Analysis of Monthly Variable Costs**

|  |  |  |  |
| --- | --- | --- | --- |
| **Employee Number** | **Accounts Folio No.** | **Expense Type** | **Amount (Rs)** |
|  |  | **Office Expenses** |  |
|  |  | Office space – rent  |  |
|  |  | Electricity  |  |
|  |  | Office Stationery |  |
|  |  | Telephone |  |
|  |  | Water  |  |
|  |  | **Total per annum** |  |
|  |  | Total per month |  |
|  |  | No. of Staff |  |
|  |  | **Monthly cost per staff member** |  |