Personnel

- Texts and readings
- Wysocki, R. and Young, J. (1990) Information systems: management principles in action, Wiley & Son, New York, USA
  - Chapter 12
Manpower Planning

• A strategy for the acquisition, utilisation, improvement and preservation of an enterprise’s human resources.

(i.e. ensuring that the right people are in the right place at the right time

or

matching supply with demand)
Factors that influence supply

• Policy in respect of recruitment
• Policy in respect of promotion
• Policy in respect of retirement
• Policy in respect of redundancy
• Salary and working conditions
• Availability of qualified staff (internal & external)
• Employment legislation
Assessing supply requirements

- Staff audit according to department, function, age distribution or similar criteria.
- Turnover of staff and reasons for leaving
- Promotional opportunities
- Absenteeism
- Local patterns and conditions
- Competition from other organisations
- The maturity of the location (location, accommodation, education, transport and amenities)
- National trends for particular qualifications
- Output of graduates from local educational institutions
- Government policy
Factors that influence demand

- The organisation’s strategic plans
- Changes in technology and working procedures
- Organisational change (e.g. decentralisation, alternative structures)
- Financial factors
- Relocation to new premises
Manpower planning process

Corporate plan

Existing staff resources
Supply

Organisational aims
Demand

Shortfall/surplus

HR Plan

Recruitment
Retraining
Redeployment
Retirement

Monitor, evaluate, modify & revise
Internal Vs External Hiring

• See handout
Recruitment

- Advertise
- Shortlist
- Interview
- Appoint
- Commence
What makes a good advertisement?
Where to advertise

- Advertise internally
- Advertise in National and local press
- Advertise in Electronic media
- Specialists journals and magazines
- Searching files of unsolicited CVs
- Personnel agencies
- Job centers
- Educational institutions
- Job Fairs
- Executive search organisations (head hunters)
- Sponsored training programs and internships
The Interview
Commencement
Retraining

<table>
<thead>
<tr>
<th>Basic operations</th>
<th>Conferences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short course</td>
<td>Seminars</td>
</tr>
<tr>
<td>Apprenticeship</td>
<td>Trade shows</td>
</tr>
<tr>
<td>Third-level</td>
<td>Journals</td>
</tr>
<tr>
<td>Continuing</td>
<td>Magazines</td>
</tr>
<tr>
<td>Professional</td>
<td>Sales brochures</td>
</tr>
<tr>
<td>Development</td>
<td></td>
</tr>
</tbody>
</table>
Performance evaluation

• To assess past performance, clarify issues relating to work activity and to determine plans for the future.

• Should identify strengths and weaknesses, provide a forum for discussion between employee and manager, and identify opportunities and challenges for the future.
Other issues

• Membership of professional bodies and trade unions
• Employee welfare
Retirement

• Preparation
• Pension
• Consultancy