Thesis Report On

Manpower Planning and Policy on Ad & d Group

Submitted By:

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Program: EMBA
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Session: Fall-2021
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Submitted to

Department of Business Administration Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Executive Masters of Business Administration



Sonargaon University (SU)

Dhaka-1215

Date of Submission: 8th January-2022

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Letter of Transmittal

8th January, 2022

Amir Husen
Assistant Professor
Department of Business Administration, Sonargaon University (SU)

Subject: Submission of thesis report on **"Manpower Planning and Policy on Ad & d Group".**

Dear Sir,

With humble honor and respect, I am submitting my thesis report on "Manpower planning and policy on Ad & d Group" As per partial accomplishment of the requirements for the EMBA degree, this thesis has been carried out under the supervision of you.

This report is an integral part of our academic courses in completion of the EMBA program which has given me the opportunity to have an insight Human Resource Management Practices in Bangladesh specially real scenario of Ad & d Group. Hope this report reflects on the contemporary issues on the (HRM) that are being practiced in our country.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

_____

Mohammad Dulal Hossain Mondal
ID: EMBA2003021023
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Acknowledgement

I would like to mention some people with due respect and honor who assisted me, without any hesitation to complete my thesis report within the due time. Therefore, I would like to thank them all from the bottom of my hearts.

In this procedure, at first I would like to thank All Mighty Allah for making it possible for us to complete our work properly within the given time. Most importantly I would like to thank my Thesis Supervisor Amir Husen**,** who was always ready to guide me and solved all the difficulties that I faced during preparing my Thesis of the report.

This acknowledgement will remain incomplete if I don't thank to our AGM, HR Nacher Ahmed. Without his support it would have been very difficult for me to complete this report. I also like to thanks my colleges, friends and my family members, who are my pillars of strength and all concerns for helping me in completing this report. I am grateful for their help and advice.

Your faithfully

Mohammad Dulal Hossain Mondal
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Student Declaration

I, **Mohammad Dulal Hossain Mondal, bearing ID: EMBA2003021023,** Department of Business Administration, Sonargaon University (SU), would like to solemnly declare here that this report on **"Manpower Planning and Policy on Ad & d Group"** has been authentically prepared by me. While preparing this report, I didn't breach any copyright act. I further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate

Sincerely Yours

……..
Mohammad Dulal Hossain Mondal
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Sonargaon University (SU)

Letter of Authorization

Certified that this thesis report titled "**Manpower Planning and Policy on Ad&d Group"** is the bona fide work of Mohammad Dulal Hossain Mondal, who carried out the research under my supervision, Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or thesis on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Amir Husen

Assistant Professor
Department of Business Administration
Sonargaon University (SU)

Executive Summary

To the fulfillment of my EMBA program, I got to plan a report and I choose the subject Manpower Planning and Policy Precuts precuts at Ad & d Group Ltd. Human Asset is the foremost imperative resource for any organization and it is the source of accomplishing competitive advantage. Overseeing legitimate human assets is exceptionally challenging as compared to overseeing innovation or capital. For its successful administration, organization requires viable HRM framework. For a consultancy firm like Ad & d, viable HRM framework is very much critical towards its victory. In this report it has been attempt to appear that how Ad & d performs the preparing, enlistment & determination prepare, what sorts of coordinate & indirect benefits and rewards they offer to their staff to hold them, how they have performed their performance examination of the educating staff and admin staff and generally HR capacities. During my thesis period whereas I am planning this report I have confronted a few issues like- too lot of work pressure, multiple tasks etc. but though I have learned so many things that is described in the lessons learning chapter. The finding & Some recommendation has been added at the end of this report. I hope these will be helpful for them.

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Chapter: 01. Introduction

Human Resource Planning

Human Resource Planning is the combination of two terms such as Human Resource and Planning. It is the process of planning about human resources. The process of determining of organization‟s human needs is called Human Resource Planning. The process by which an organization ensures that it has the right number and kind of people in the right places at the right time who are capable of performing their assign job efficiently and effectively.



Objectives of Human Resource Planning

1. Consistency of action
2. Continuity of action
3. Achieving the target
4. Career growth and development
5. Minimization of cost
6. Opportunity to locate talents and skilled person
7. Eliminating all types of wastage
8. Optimum utilization of human resource
9. Coordinating different personal programs
10. Development of confidence

Human Resource Planning Process



Importance of Human Resource Planning

1. Integrate strategic demands with appropriate staffing levels.

2. Deal with workers with changing values and expectations.

3. Cope with aging and diversified workforce.

4. More effective and efficient use of Human Resources.

5. Ensure that replacements are available to fill important vacancies.

6. Provide realistic staffing projections for budget purposes.

7. Provide a clear rationale for linking expenditures for training and retraining, development and recruiting efforts.

8. Help an organization prepare for restructuring, reducing or expanding its workforce.

Strategy

Strategy is the formulation of organizational missions, goals, and objectives, as well as action plans for achievement that explicitly recognize the competition and the impact of outside environmental forces. Strategy is the plan for how the organization intends to achieve its goals. A way or means of achieving objectives is called strategy. A method or plan chosen to bring about a desired future, such as achievement of goal or solution to a problem. A company‟s strategy is its action plan for

outperforming its competitors and achieving superior profitability. It represents a managerial commitment to an integrated array of considered choices about how to complete.

Five Ps

The five Ps of strategy are described below:



1. Plan: An intended course of action a firm has selected to deal with a situation.

2. Pattern: The degree of consistency in a firm‟s strategic actions.

3. Ploy: A specific manoeuvre at the tactical level with a short time horizon.

4. Position: The location of an organization relative to its competitors and other environmental factors.

5. Perspective: The gestalt or personality of the organization.

teps of Strategy Formulation and Implementation Process

Execution of strategy is an important as the careful crafting of strategy. Strategy formulation and implementation achieve the following:

1. Define the vision, and thus provide the organization with a sense of purpose, a mission, and a clear direction.

2. Convert this vision into measurable objectives and performance targets.

3. Determine the plan to achieve the strategy.

4. Implement the plan in ways that are both effective and efficient.

5. Measure the results against goals and revise plans in light of actual experience, changing conditions, new ideas, and new opportunities.

Corporate Strategy

Company-wide strategies, sometimes referred to as corporate strategies, are focused on overall strategy for the company and its businesses or interests. The overall scope and direction of a firm and the way in which its various business operations work together to achieve particular goals. It defines a firm‟s corporate actions with the aim to achieve company objectives while achieving competitive advantage. Corporate strategy specifies the business that the company will pursue, isolates new opportunities and threats in the environment, and identifies the growth objectives that it should achieve. Corporate strategy provides an overall direction that serves as the framework for carrying out all the organization‟s functions.



Porter's Model

Michael Porter made a major contribution to the field of strategic management by grouping the many ways in which organizations can compete into five generic competitive strategies:

Low-Cost Provider	Striving to achieve lower overall costs than rivals on products that attract a broad spectrum of buyers.
Broad Differentiation	Differentiating the firm's product offering from rivals' with attributes that appeal to a broad spectrum of buyers.
Focused Low-Cost	Concentrating on a narrow price-sensitive buyer segment and on costs to offer a lower-priced product.
Focused Differentiation	Concentrating on a narrow buyer segment by meeting specific tastes and requirements of niche members
Best-Cost Provider	Giving customers more value for the money by offering upscale product attributes at a lower cost than rivals

Chapter: 02 : Company Profile

2.1 Company Profile

Following the motto „"Honest Growth"", Apex has established itself pioneered of export finished goods in the leather sector of Bangladesh. It owns 252 retail outlets, 217 wholesale dealers and 347 retail dealers in the country. It has achieved customer satisfaction through standard design and functionality. By making customer happy the company holds the share of 15% leather footwear export from Bangladesh.

Ad & d Group is a diversified and integrated knit garments manufacturing & composite industry with strong backward linkage. It is one of the largest and 100% export oriented composite knit garments and textiles manufacturing industry in Bangladesh. We are supplying quality apparels across the world to the best of the retailers and the biggest brands of the fashion industry. Total export of the group reached USD 252 million in 2011. Ad & d Group currently employs about 15,700 people.

Ad & d Group is using energy efficient machinery with less environmental impacts in all of its projects. Ad & d Group has a biological ETP (Effluent Treatment Plant) which has a capacity of 4000 cubic meters and is the largest ETP in the country. Moreover, the group is in process of installing another ETP with the capacity of 7500 cubic meters soon. Ad & d Group has a captive power plant of 35MW and is in the process of expanding its infrastructure. Our projected turnover would be USD 550 Million and we will employ over 37,000 people by year 2016**.** Ad & d Group is committed to conduct their business in such a way that demonstrates highest ethical standards. They believe integrity is our imperative utility to succeed in what they do.

2.2 **History of Ad & d Group**

Ad & d Group started its business in 1991 with a small garments factory named Dulal Brother Limited. It is now grown into a respected and trusted name in Bangladesh for our manufacturing operations with an ever contributing workforce of about 15,700.Currently it has facilities for spinning, fabric knitting, dyeing and finishing, garments, washing, packaging and printing. The Company supplying quality apparels across the world to the best of the retailers.

The company EMBArked on a growth plan that is expected to truly transform the organization. In the next two years our home textiles, pharmaceuticals, and leather industry will be in

operation.Vision 2020 aims to sustain the confidence which has been endowed on us by the society and grow further as a distinctive Ad & d Group for its customers, employees, associates and stakeholders.

2.3 Vision Statement

The vision statement of Ad & d Group is **- "Extend our leadership through World Class Performance".**

2.4 Mission statement

The mission of Ad & d Group is to develop a progressive, empowered and consumer focused corporate culture to enhance market leadership along with the passion of corporate social responsibility

2.5 Nature of business

Garments, Spinning, Knitting, Dyeing, All Over Printing, Washing, Screen Printing, Packaging, Ceramics, Telecom

2.6 Member Units of Ad & d Group

1. Matin Spinning Mills Ltd
2. Mawna Fashion Ltd
3. MatinKnitwears Ltd
4. Color City Ltd
5. JinnatKnitwears Ltd
6. Thanbee Print World Ltd
7. Textile Testing Services Ltd
8. Jinnat Fashions Ltd
9. Parkway Packaging & Printing Ltd
10. Hamza Textiles Ltd
11. Flamingo Fashion Ltd
12. Jinnat Apparels Ltd
13. Mymun Textiles Ltd
14. Fashion Concern Ltd

15. DB Tex Ltd
16. Atelier Sourcing Ltd
17. Dulal Brothers Ltd
18. AD & D Telecom Ltd
19. AD & D Ceramics Ltd
20. AD & D Distribution Ltd.
21. AD & D Properties Ltd.

2.7 Organogram of Ad & d Group

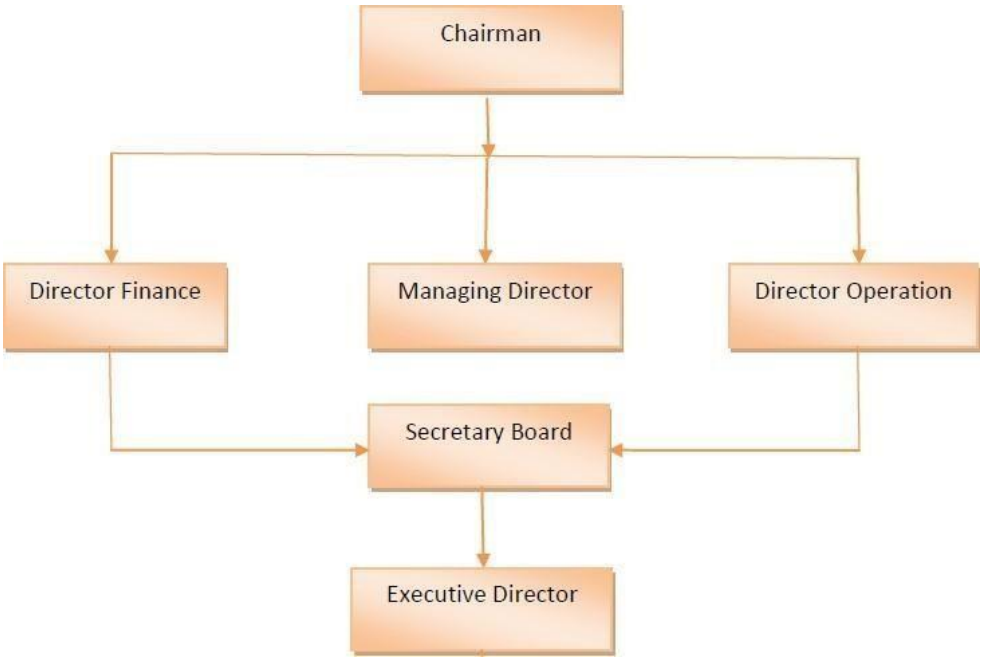
Name of the Company : Ad & d Group Date of Establishment : 1990

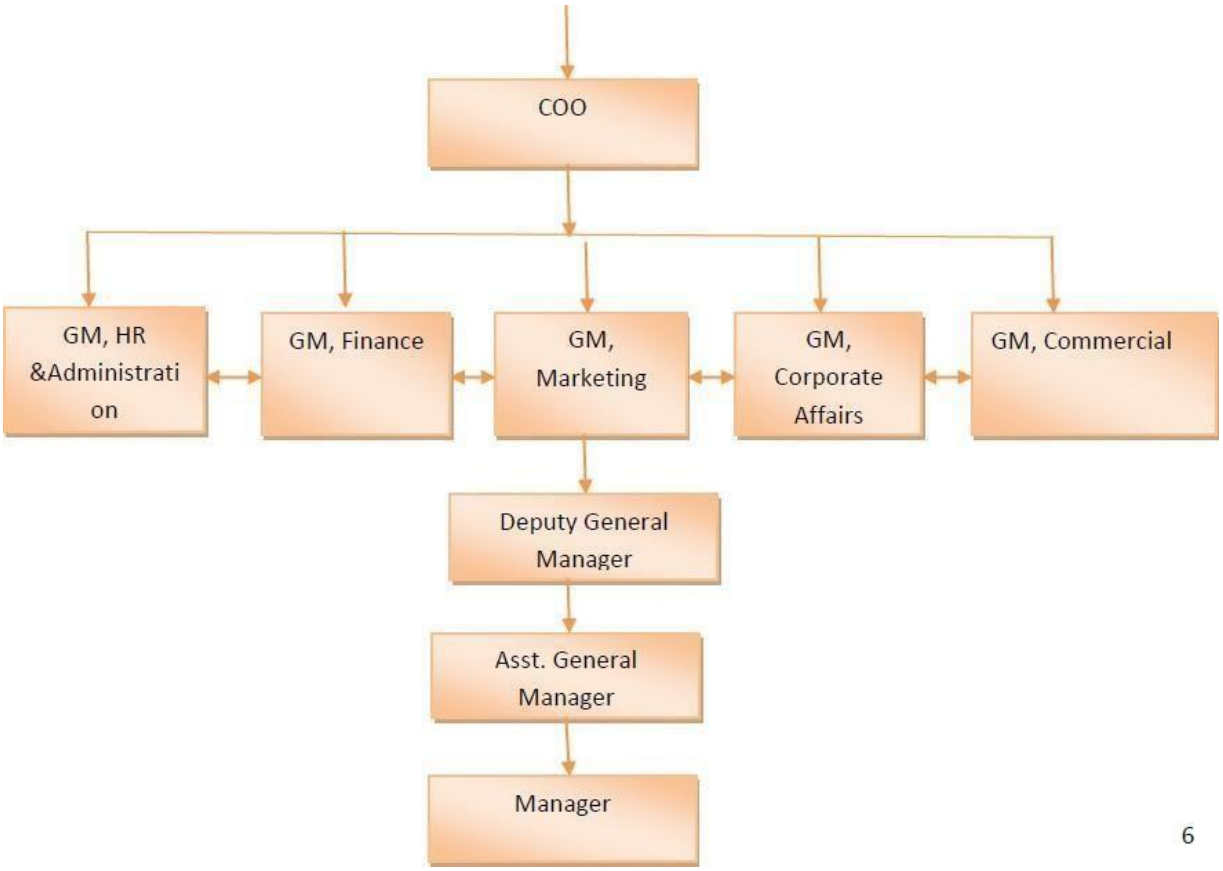
Group Management : Mr. A. Johirul Islam, Chairman Mr. M. A. Imran Hosen, Managing Director Mr. M. A. Akbor Ali, Director Finance Mr. M. A. Josim Uddin, Director Operation

Number of Group Business: 21

Target Turnover : US $250 million (2013-2014) Estimated Growth Rate : 15% per annum

Number of Employees : Over 15,000.



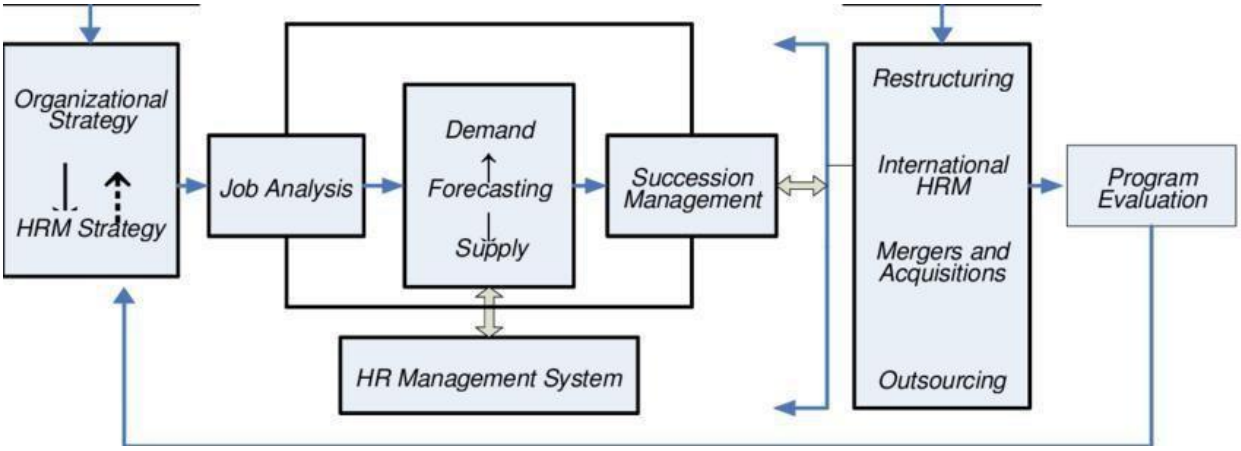

COO
GM, HR &Administrati on
GM, Finance
GM, Marketing
GM, Corporate Affairs
GM, Commercial
Deputy General Manager
Asst. General Manager
Manager

6

Chapter: 03. Aligning HR with Strategy

The Strategic HR Planning Model

The model is based on generic corporate and business strategies linked with complex bundled HR policies and practices. Strategic HR planning complements the traditional approach to HR planning (forecasting supply and demand) but adds more strategic choices.



The steps in the strategic model are the following:

11. Monitor, identify, and analyze external environmental factors influencing issues for the organization in order to develop strategies. Included in this are those factors that influence an organization‟s human resource capabilities.

12. Develop a tentative corporate or business strategy.

13. Assess the relative strengths and weaknesses of the organization‟s human resources, using forecasting and analysis techniques. Determine the KSAs (Knowledge, Skill, and Ability) of an organization and the capacity to learn and change. Identify the competitive advantages of the HR department.

14. Develop strategic plans for each division that are consistent with the overall strategic thrust and that ensure a fit with related components across functional areas.

15. Identify HR policies and practices that will increase the likelihood of achieving the strategy and implement them.

16. Measure results and modify plans as necessary.

The 5C Model of HRM Impact

Executives, investors, customers, and HR professionals themselves make judgments in many ways about the effectiveness of the HR function. The numerous areas that are judged can be grouped into five clusters-the 5 Cs of evaluating HRM: compliance, client satisfaction, culture management, cost control, and contribution.



1. Compliance

Senior management depends on HR expertise to ensure that organizational practices comply with the law. Many HR departments were started because of the need to record compliance with employment standards, such as hours worked and overtime payments. Legislation dealing with the employer-employee relationship is increasing. The areas of safety, health, employment equity, and industrial relations are all highly regulated.

2. Client Satisfaction

Stakeholders are important. Stakeholders, who include external and internal clients, are those people who can influence or must interact with the HR department. Managers are turning to client or stakeholder perceptions of the HR department for input about the effectiveness of HR performance. This approach stems from earlier efforts in total quality management and tries to reconcile the gaps between client expectations and levels of satisfaction. Information can be gathered from clients for measuring client satisfaction in several ways:

9. Informal feedback
10. Surveys
11. Critical incident method

3. Culture Management

Culture is a set of important beliefs that members of a community share. Highly effective organizations seek to influence employee attitudes through the development of an appropriate culture that will support optimum performance. Executives carefully monitor cultural programs through attribute surveys of employees. The results of these surveys can then be linked to the objective results of the department.

4. Cost Control

Traditional organizations continue to see personnel as an expense. HR departments can reduce expenses associated with employees in at least two other ways. The first is to increase the efficiencies of those working (i.e., achieve the same results at lower costs or faster speeds), and the second is to reduce the costs associated with behaviors such as absences or accidents that are, to some extent, under the control of the employee.

5. Contribution

Unless HR can demonstrate its impact on the bottom line, it will continue to be seen as "overhead", as a department that grabs resources while contributing nothing. Many executives feel that it is time for the HR department to identify and evaluate its contribution, as other departments are expected to do. The effective management of people makes a difference to how well an organization functions.

Approaches to Measuring HRM Practices

This section outlines a number of quantitative and qualitative approaches to measuring the impact of HRM policies and practices. Typical ways of measuring HR activities include the following:

1. Cost-Benefit Analysis

HRM activities, such as the process of selecting employees, cost money. Most organizations absorb the costs of these activities without conducting analyses to determine benefits. Cost-benefit analysis examines the relationship between the costs of a program and its benefits. Costs included in these calculations are classified in several ways. Direct costs are those that are used to implement the program, such as the cost of selection tests or training materials. Indirect costs are those that an organization absorbs, such as the trainee‟s time away from work. Indirect costs are often unrecognized, and sometimes are not included in cost-benefit analysis.

2. Utility Analysis

Senior managers are often faced with decisions about the most effective programs. A tool that calculates, the costs and probable outcomes of decisions would assist HR managers in making choices between programs. Utility analysis is such a tool. It is a method of determining the gain or loss to the organization that results from different courses of action. Faced with a decision, managers could use utility analysis to help them choose the strategy that produces the outcomes

the organization is seeking. This method measures the utilities (gains and losses) by using behavioral or cost accounting procedures. Utility analyses have been used in various studies.

3. Auditing and Benchmarking

A plan needs an audit. An audit measures progress against goals. Audits keep the HR department co track and are the primary tool to assess current performance to develop action plans and future goals. Audits can be done annually or quarterly, but a consistent checking against the plan ensures no year-end surprises and allows managers to take corrective action.

Chapter: 04. Job Analysis

Job Analysis

Job analysis is the process of collecting job related information. Such information helps in the preparation of job description and job specification. The process of fixing up minimum requirements, duties & responsibilities and wages or value of the job is known as job analysis.

Job analysis involves collecting and recording job-related data such as knowledge and skills required to perform a job, duties and responsibilities involved, education qualifications and experience required and physical and emotional characteristics required to perform a job in a desired manner.

The main purposes of conducting a job analysis process is to use this particular information to create a right fit between job and employee, to assess the performance of an employee, to determine the worth of a particular task and to analyze training and development needs of an employee delivering that specific job. Job analysis is the combination of three terms:

1. Job Specification

The capabilities that the job-holder should possess form part of job specification. Education, experience, training, judgement, skills, communication and the like are a part of job specification. In short, minimum requirement of the job is called job specification.

2. Job Description

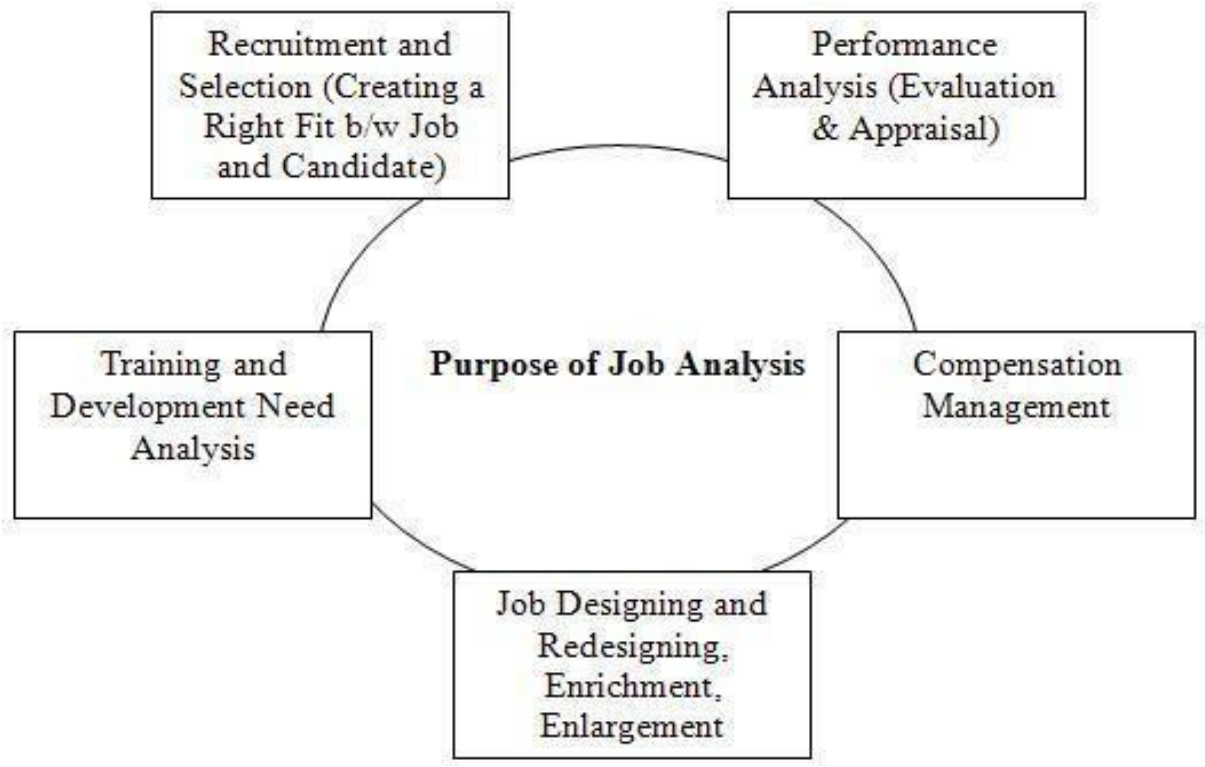
Job description involves- tasks and responsibilities tagged on to a job, job tittle, duties, machine, tools and equipment, working conditions and hazards form part of job description. In short, duties and responsibilities of the job is known as job description.

3. Job Evaluation

The job evaluation process starts with defining objectives of evaluation and ends with establishing wage and salary differentials. In short, fixing up the minimum worth or value of the job is called job evaluation.

Purposes of Job Analysis

Job Analysis plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analyzing training and development needs, assessing the worth of a job and increasing personnel as well as organizational productivity.



17. **Recruitment and Selection:** Job Analysis helps in determining what kind of person is required to perform a particular job. It points out the educational qualifications, level of experience and technical, physical, emotional and personal skills required to carry out a job in desired fashion. The objective is to fit a right person at a right place.

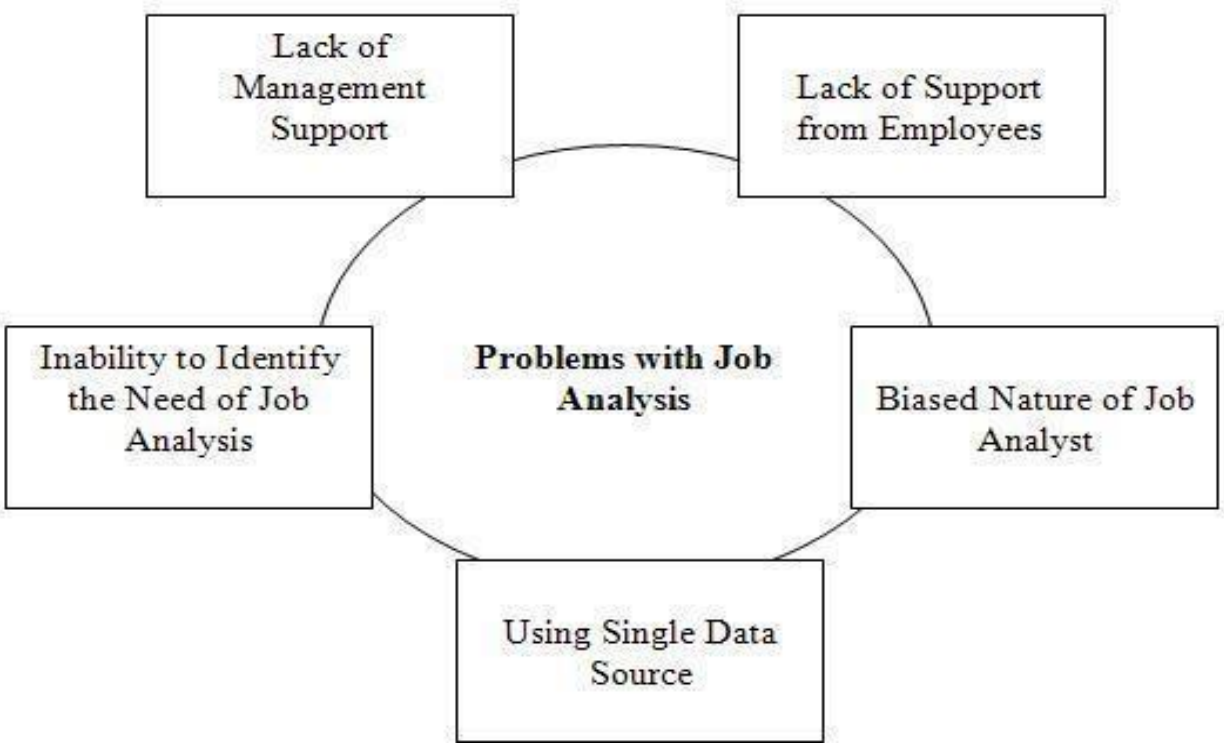
18. **Performance Analysis:** Job analysis is done to check if goals and objectives of a particular job are met or not. It helps in deciding the performance standards, evaluation criteria and individual‟s output. On this basis, the overall performance of an employee is measured and he or she is appraised accordingly.

12. Training and Development: Job Analysis can be used to assess the training and development needs of employees. The difference between the expected and actual output determines the level of training that need to be imparted to employees. It also helps in deciding the training content, tools and equipment‟s to be used to conduct training and methods of training.

13. Compensation Management: Of course, job analysis plays a vital role in deciding the pay packages and extra perks and benefits and fixed and variable incentives of employees. After all, the pay package depends on the position, job title and duties and responsibilities involved in a job. The process guides HR managers in deciding the worth of an employee for a particular job opening.

14. Job Designing and Redesigning: The main purpose of job analysis is to streamline the human efforts and get the best possible output. It helps in designing, redesigning, enriching, evaluating and also cutting back and adding the extra responsibilities in a particular job. This is done to enhance the employee satisfaction while increasing the human output.

Problems Associated with Job Analysis



6. **Lack of Management Support:** The biggest problem arises when a job analyst does not get proper support from the management. The top management needs to communicate it to the middle

level managers and employees to enhance the output or productivity of the process. In case of improper communication, employees may take it in a wrong sense and start looking out for other available options. They may have a notion that this is being carried out to fire them or take any action against them. In order to avoid such circumstances, top management must effectively communicate the right message to their incumbents.

6. Lack of Co-operation from Employees: If we talk about collecting authentic and accurate job-data, it is almost impossible to get real and genuine data without the support of employees. If they are not ready to co-operate, it is a sheer wastage of time, money and human effort to conduct job analysis process. The need is to take the workers in confidence and communicating that it is being done to solve their problems only.

7. Inability to Identify the Need of Job Analysis: If the objectives and needs of job analysis process are not properly identified, the whole exercise of investigation and carrying out research is futile. Managers must decide in advance why this process is being carried out, what its objectives are and what is to be done with the collected and recorded data.

8. Biasness of Job Analyst: A balanced and unbiased approach is a necessity while carrying out the process of job analysis. To get real and genuine data, a job analyst must be impartial in his or her approach. If it can‟t be avoided, it is better to outsource the process or hire a professional job analyst.

9. Using Single Data Source: A job analyst needs to consider more than one sources of data in order to collect true information. Collecting data from a single source may result in inaccuracy and it therefore, defeats the whole purpose of conducting the job analysis process.

Job Analysis Process

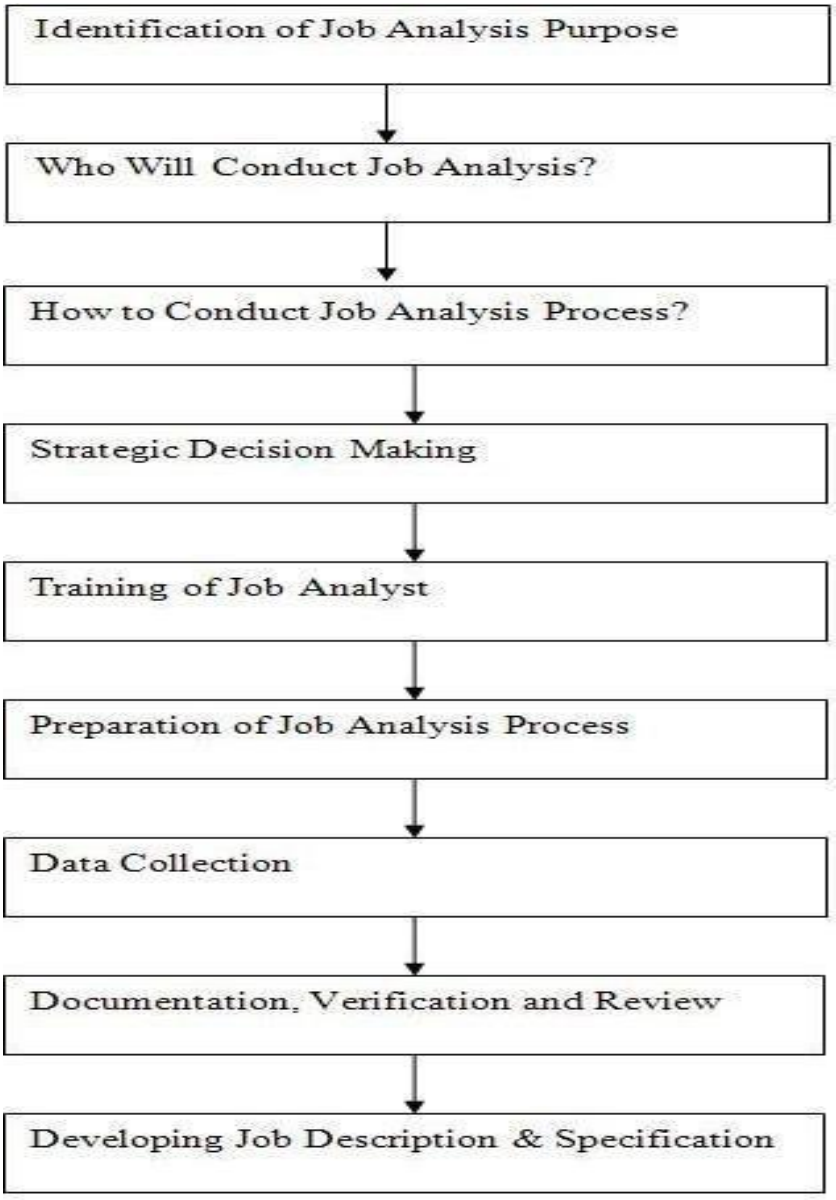
1. Identification of Job Analysis Purpose: Well any process is futile until its purpose is not identified and defined. Therefore, the first step in the process is to determine its need and desired output. Spending human efforts, energy as well as money is useless until HR managers don‟t know why data is to be collected and what is to be done with it.

2. Who Will Conduct Job Analysis: The second most important step in the process of job analysis is to decide who will conduct it. Some companies prefer getting it done by their own HR department while some hire job analysis consultants. Job analysis consultants may prove to be extremely helpful as they offer unbiased advice, guidelines and methods. They don‟t have any personal likes and dislikes when it comes to analyze a job.

3. How to Conduct the Process: Deciding the way in which job analysis process needs to be conducted is surely the next step. A planned approach about how to carry the whole process is required in order to investigate a specific job.

4. Strategic Decision Making: Now is the time to make strategic decision. It‟s about deciding the extent of employee involvement in the process, the level of details to be collected and recorded,

sources from where data is to be collected, data collection methods, the processing of information and segregation of collected data.



5. Training of Job Analyst: Next is to train the job analyst about how to conduct the process and use the selected methods for collection and recoding of job data.

6. Preparation of Job Analysis Process: Communicating it within the organization is the next step. HR managers need to communicate the whole thing properly so that employees offer their

full support to the job analyst. The stage also involves preparation of documents, questionnaires, interviews and feedback forms.

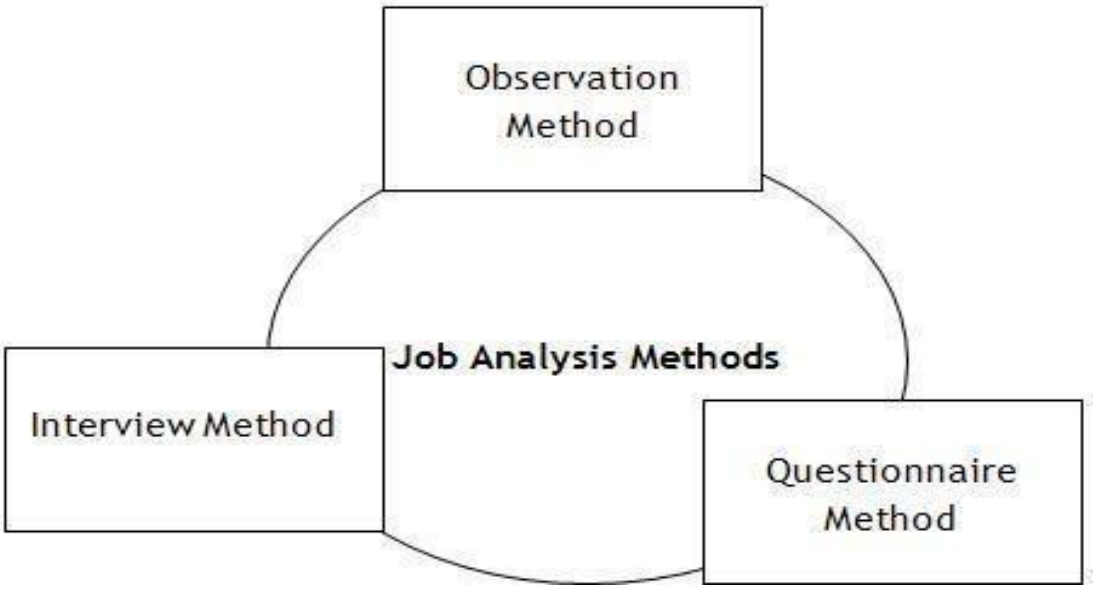
7. Data Collection: Next is to collect job-related data including educational qualifications of employees, skills and abilities required to perform the job, working conditions, job activities, reporting hierarchy, required human traits, job activities, duties and responsibilities involved and employee behavior.

8. Documentation, Verification and Review: Proper documentation is done to verify the authenticity of collected data and then review it. This is the final information that is used to describe a specific job.

9. Developing Job Description and Job Specification: Now is the time to segregate the collected data in to useful information. Job Description describes the roles, activities, duties and responsibilities of the job while job specification is a statement of educational qualification, experience, personal traits and skills required to perform the job.

Thus, the process of job analysis helps in identifying the worth of specific job, utilizing the human talent in the best possible manner, eliminating unneeded jobs and setting realistic performance measurement standards.

Job Analysis Method



1. **Observation Method:** A job analyst observes an employee and records all his performed and non-performed task, fulfilled and un-fulfilled responsibilities and duties, methods, ways and skills used by him or her to perform various duties and his or her mental or emotional ability to handle challenges and risks. However, it seems one of the easiest methods to analyze a specific job but truth is that it is the most difficult one. This particular method includes three techniques: Direct observation, Work Methods Analysis and Critical Incident Technique. The first method includes direct observation and recording of behavior of an employee in different situations. The second involves the study of time and motion and is specially used for assembly-line or factory workers. The third one is about identifying the work behaviors that result in performance.

2. **Interview Method:** In this method, an employee is interviewed so that he or she comes up with their own working styles, problems faced by them, use of particular skills and techniques while performing their job and insecurities and fears about their careers. This method helps interviewer know what exactly an employee thinks about his or her own job and responsibilities involved in it. It involves analysis of job by employee himself. In order to generate honest and true feedback or collect genuine data, questions asked during the interview should be carefully decided. And to avoid errors, it is always good to interview more than one individual to get a pool of responses. Then it can be generalized and used for the whole group.

3. **Questionnaire Method:** Another commonly used job analysis method is getting the questionnaires filled from employees, their superiors and managers. However, this method also suffers from personal biasness. A great care should be takes while framing questions for different grades of employees.

In order to get the true job-related info, management should effectively communicate it to the staff that data collected will be used for their own good. It is very important to ensure them that it won‟t be used against them in anyway. If it is not done properly, it will be a sheer wastage of time, money and human resources.

Chapter: 05. HR Forecasting

HR Forecasting

HR forecasting can be defined as asserting the net requirement for personnel by determining the demand for and supply of human resources now and in the future. After determining the demand for and supply for workers, the organization‟s HR staff develop specific programs to reconcile the differences between the requirement for labor in various employment categories and its availability, both internally and in the organization‟s environment.

HR Forecasting Process

There are basic five steps are included in HR forecasting process. These steps are given below:

19. Identify organizational goals, objectives, and plans.

20. Determine overall demand requirements for personnel.

21. Assess in-house skills and other internal supply characteristics.

22. Determine the net demand requirements that must be met from external, environmental supply sources.

23. Develop HR plans and programs to ensure that the right people are in the right place.

Forecasting Activity Categories

15. Transaction-based forecasting: It focuses on tracking internal changes instituted by the organizations managers.

16. Event-based forecasting: It focuses on changes in the external environment.

17. Process-based forecasting: It focuses on the flow or sequencing of several work activities that are required to complete a whole job, like shipping of goods.

Benefits of HR Forecasting

7. Reduce HR Costs: It facilitates a proactive, sequential approach to developing internal people as well as external recruits from competent sources. It will be less likely to react in a costly last-minute crisis mode to unexpected developments in the internal or external labor market.

8. Increases Organizational Flexibility: The process itself encourages the development of a wide range of possible policy options and programs from which the HR staff can select.

9. Ensure a Close Linkage to the Macro Business Forecasting Process: HR forecasting ensures that HR objectives are closely aligned with the organization‟s operational business objectives.

10. Ensures that Organization Requirements take Precedence over issues of Resource Constraint and Scarcity: HR forecasting ensures the fact that attainment of desired organizational goals and objectives must take priority over all issues concerning resource scarcity and other implementation issues.

Factors Affecting HR Forecasting

10. Internal / organizational Factors:

Organizational mission and strategic goals.
Operational goals, production budgets.
HR policies.
Worker competencies and expectations.
Organizational structure, restructuring mergers etc.
Organizational culture, workforce climate and internal communication.
Job analysis, workforce coverage and current data.

11. External / Environmental Factors:

Economic situation.
Labor markets and unions.
Governmental laws and regulations.
Industry and product life cycles.
Technological changes.
Global market for skilled labor.
Demographic changes.
Competitor labor usage.

Time Horizons of HR Forecasting

5. Current forecast

To meet the immediate operational needs of the organization.
Maximum one year or to the end of the current operating cycle.

6. Short-run forecast

One or two year period beyond current operational requirement.

7. Medium-run forecast

Estimates the HR requirements for two to five years into the future.

8. Long-run forecast

It is for more than five years.
This estimate would be highly flexible due to uncertainty of environment.

Determining Net HR Requirements

1. Determine HR Demand

In determining demand, a variety of factors have to be considered. First, each organizational sub-unit has to submit its net personnel requirement to the corporate forecasting unit, based on future needs for labour required to the corporate forecasting unit, based on future needs for labour required to meet the agreed-on corporate and sub-unit objectives. It is critical to note that this HR demand figure must incorporate the individuals needed to maintain or replace the current personnel who retire, die, are fired or otherwise terminated, or take long-term leave, as well as the replacements for individuals who are promoted or transferred out of the department.

2. Ascertain HR Supply

Step one produced an estimate of personnel requirements or demand. Step two examines exactly how we plan to fill the anticipated future requirements for personnel. In essence, there are two supply options: (1) internal supply, which refers to current members of the organizational workforce who can be retrained, promoted, transferred, etc., to fill anticipated future HR requirements, and (2) external supply, which refers to potential employees who are currently undergoing training or working for competitors, or who are members of unions or professional associations, or currently are in a transitional stage, between jobs or unemployed. Typically, most organizations use a mix of both internal and external supply, rewarding loyal employees who perform well with promotion and advancement possibilities and recruiting outside individuals who possess competencies not held by the present workforce.

3. Determine Net HR Requirements

The third step in the process involves the determination of net HR requirements. From steps one and two above, the following equations are derived:

HR Demand = External Supply + Internal Supply

HR Demand – Internal Supply = External Supply

Personnel who can fill organizational HR demand requirements must be found from either the current internal workforce supply or from external environmental sources.

4. Institute HR Programs: HR Deficit and HR Surplus

When a forecast of HR demand is reconciled with the current workforce supply of personnel, the result is the HR requirement, which will be either a deficit or a surplus.

HR Deficit = HR Demand > HR Internal Supply

Simply stated, an HR deficit means that forecasted HR demand requirements cannot be satisfied solely by use of the current internal workforce supply of employees. Therefore, policy options focus on external supply considerations of recruitment, selection, and compensation schemes to attract new employees. It might be possible to hire part-time employees, full-time employees, or a combination of both in an attempt to address the deficit.

HR Surplus = HR Demand < HR Internal Supply

An HR surplus occurs when the internal workforce supply exceeds the organization‟s requirement or demand for personnel. In this instance, a number of policy options can be considered. Employees might be laid off to reduce the access labour supply to a level equal to the demand requirements. Alternatively, employers might terminate employees if certain jobs are considered redundant and the skill sets associated with these jobs will not be required in the future.

Chapter: 06. HR Demand and Supply

HR Demand

HR demand means the organization‟s projected requirement for human resources. Organizations must consider demand for personnel not only for the current operational period, but also well into the future to ensure the right numbers of workers with the requisite skills and competencies are ready and available to work when the organization requires them.

Factors Considered in Determining Demand

In determining demand, a variety of factors have to be considered.

24. Each organizational sub-unit has to submit its net personnel requirement to the corporate forecasting unit, based on future needs for labor required to meet the agreed-on corporate and sub-unit objectives.

25. Planned future changes in organizational design or in restructuring, with associated increases or decreases in staffing levels, must be incorporated into the equation to revise the aggregated net departmental requirements.

26. Forecasts have to consider how to replace non-productive paid time either by increasing demand for full-time or part-time personnel.

27. Finally, the forecaster need to consider the cost estimate for the net HR demand figure as a reality check to determine whether the forecasts are realistic, given financial consideration.

Demand Forecasting Techniques

Quantitative Methods:

18. Analysis of Workload Method

19. Index / Trend Analysis

20. Moving Average Method

21. Regression Analysis

Qualitative Methods:

11. Delphi Technique
12. Nominal Group Technique
13. Expert Forecasts

Index/ Trend Analysis

Examining the relationship over time between an operational business index, such as level of sales, and the demand for labour is a relatively straightforward quantitative demand forecasting technique commonly employed by many organizations. This technique, also known as trend analysis, reveals the historical relationship between the operational index and the number of employees required by the organization (demand for labour).

There are five steps to conducting an effective index/ trend analysis. These steps are given below:

1. Select the appropriate business/ operational index

The HR forecaster must select a readily available business index, such as sales level, that is known to have a direct influence on the organizational demand for labor, and subjected to future forecasting as a result of the normal business planning process.

2. Track the business index over time

Once the index has been selected, it is necessary to go back in time for at least the four or five most recent years, but preferably for a decade or more, to record the quantitative or numerical levels of the index over time.

3. Track the workforce size over time

Record the historical figures of the total number of employees, or, alternatively, the amount of direct and indirect labour for exactly the same period used for the business index in step 2.

4. Calculate the average ratio of the business index to the workforce size

In this step, a ratio of the number of employees required for each thousand dollars of sales is obtained by dividing each year‟s number of employees by the level of sales. This employee requirement ratio is calculated for each year over the period of analysis so an average ratio describing the relationship between the two variables over time can be determined.

5. Calculate the forecasted demand for labour

Multiply the annual forecast for the business index times the average employee requirement ratio for each future year to arrive at forecasted annual demand for labour. For example, obtain future sales forecast figures for the next five years. For each of the years, multiply the level of sales by the average employee requirement ratio to obtain the forecasted numerical demand for labour for each future year.

Sources of Supply of HR

There are three main sources of HR. These are:

12. **Internal Source:** It consists of current employees.
13. **External Source:** It consists of people who are not employed in the firm.
14. **Mixed Source:** A combination of both internal and external sources.

Methods of Ascertaining HR Supply

9. Skills and management inventories
10. Succession / replacement analysis
11. Markov models
12. Linear programming
13. Movement analysis
14. Vacancy / renewal models

Determine Net HR Requirements

Personnel who can fill organizational HR demand requirements must be found either the current internal workforce supply or from external environmental sources.

HR demand = External supply + Internal supply Or,

HR demand – Internal supply = External supply

Chapter: 07. Succession Management

Succession Management

The process of ensuring that pools of skilled employees are trained and available to meet the strategic objectives of the organization. Succession Management is an application that shares a common competency and skill infrastructure with other applications with the goal of assisting organizations in the management of talent. Succession Management includes both position-based succession management and high potential individual-focused talent management. Succession Management uses a single flexible competency hierarchy, which utilizes industry-leading and/or customer-defined competency models to support all talent management processes

Reasons for Succession Management

28. Provide opportunities for high-potential workers
29. Identify replacement needs
30. Increase the talent pool of promotable employees
31. Contribute to implementing the organization‟s strategic plan
32. Help individuals realize their career plans
33. Tap the potential for intellectual capital
34. Encourage the advancement of diverse groups
35. Improve employee's ability to respond to changing environmental demands
36. Improve employee morale
37. Cope with the effects of voluntary separation programs
38. Decide which workers can be terminated
39. Cope with the effects of downsizing
40. Reduce headcount to essential workers only

Succession Management Process

22. Align succession management plans with strategy
23. Identify the skills and competencies needed to meet strategic objectives
24. Identify high potential employees
25. Provide developmental opportunities and experiences
26. Monitor succession Management

Succession Planning

The process of ensuring that organization has the right kind of people to fill up the potential key positions is known as succession planning. Preparing successor to fill up the future key position.

Importance of Succession Planning

14. Provide opportunities for growth and development
15. Increase the talent pool
16. Continuity of job
17. Consistency
18. Avoid or minimize transition problem
19. Increase employee motivation and morale
20. Optimization of productivity

Steps of Succession Planning

15. Prepare and develop plan
16. Staffing and development
17. Retain experienced and efficient people
18. Develop a good performance appraisal system
19. Preparation of management resource

Management Development Program

It‟s a scientific, continuous or training process for managers and executives to enrich their skills and knowledge so as to make them competent to manage their organization effectively. That means it‟s a conscious effort to improve managerial effectiveness through a planned and deliberate learning process.

Chapter: 08. Recruitment and Selection Policy

Recruitment

Recruitment is the process of attracting qualified candidates to apply for the opened job positions of an organization. Recruitment is the process of searching for and obtaining applicants for jobs, from among whom the right people can be selected. The process of attracting a pool of candidates towards the organization for the job is called recruitment. It involves attracting and obtaining as many applicants as possible from eligible job seekers.

Source Policy

There are two sources of recruitment- internal and external. The firm can select any one or both as a source of recruitment.

1. Internal Source Policy

This policy suggest for informing prospective candidates about job vacancies through internal people only. It uses internal circulation of job vacancy notice, reference from employees, job rotation or transfer.

It is no cost source.
It provides dependable candidate information.
It makes fair selection.
It keeps motivation of employees high.
It ensures long term commitment of employees to the organization.
It is useful for new, financially weak firms.

41. External Source Policy

This policy asserts informing about the job vacancies external candidates only. It uses advertising, job agencies, educational and vocational institution etc. for attracting qualified people for applying.

27. It is costly.
28. It injects new blood to the organization.
29. It gives a wide scope for choosing candidates.
30. It is useful for financially sound big firms.

Communication Policy

There are various methods of communication channel used to inform job applications about the vacancies opened in the firm. Many methods or channels are available. A few of those are:

21. Advertisement
22. Placement agencies
23. Walk-in
24. Tele recruiting
25. Direct mail
26. Internet Web Site
27. Information Seminars
28. Internships
29. Field recruiting
30. Professional association
31. Educational or vocational institutions
32. Internal written or oral circulation

Selection

The process of choosing the best candidate for the organization from a pool of candidates is called selection. Selection is the process of choosing individuals who have the necessary qualifications to perform a particular job well.

Types of Media

20. Radio
21. Television
22. Daily newspaper
23. Specialized journals and magazines
24. Internet web page

Media Selection Criteria

The selection of the medium is dependent on certain relevant criteria that affect the effectiveness of the recruitment communication.

15. Cost of media
16. Coverage of the media
17. Time of circulation
18. Characteristics of the target audience
19. Nature of the position opened
20. Number of positions to be fulfilled
21. Geographical dispersion of the target audience
22. Nature of the media
23. Purpose of the communication

Steps of Recruitment & Selection or Staffing

Process (Recruitment steps)

7. Find out the vacancy

8. Job analysis

9. Human resource planning

10. Job advertisement

11. Reception of

application (Selection

steps)

12. Short listing

13. Application blank (Preparing database)

14. Employment test (Written, Viva, IQ)

15. Call for interview

16. Checking reference

17. Medical examination

18. Hiring decision

Factors of Selection

10. Situational Factors:

Country cultural requirement
Language
Multinational enterprise requirement

11. Individual factors:

Technical ability
Cross-cultural suitability
Family requirement

12. Other Factors:

Dual career couple
Family consideration
Work permit/ refusal

Chapter: 09. Compensation Policy

Compensation

Compensation is reward for services. Compensation is the value of work of the employees according to the agreement between employer and employee. Compensation is given by the employer and received by the employees. So a mutual understanding must be present between the parties.

Compensation Dimensions

A brief description of the eight compensation dimensions and some of their components will help to understand and appreciate the complexity of a compensation system in a modern organization.

1. Pay for Work and Performance

Pay for work and performance includes money that is provided in the short term (weekly, monthly and annual bonuses) and that permits employees to pay for and contract for the payment of desired goods and services. Typical components within this dimension are base pay, short term bonuses, merit pay and certain allowances.

2. Pay for Time Not Worked

During the past 40 years, workers have enjoyed more days off with pay for holidays, longer paid vacation and paid time off for a wide variety of personal reasons. Holidays, vacations, sick leave, personal leave are the components of this dimension.

3. Loss-of-Job Income Continuation

Job security is and always has been the primary consideration for most workers. Changes in economic conditions and technology might restrict or even eliminate the need or demand for the product of the employer, resulting in the decline or demise of the firm. A variety of components such as unemployment insurance, supplemental unemployment benefits and severance pay help unemployed workers subsist until new employment opportunities arise.

4. Disability Income Continuation

The possibility always exists that a worker will incur health or accident disability. Because of these disabilities, employees are frequently unable to perform their normal assignment. Social security, workers‟ compensation, short and long-term disability plans are examples of components that provide funds for employees who are unable to work for health-related reasons.

5. Deferred Income

Most employees depend on some kind of employer-provide program for income continuation after retirement. Pension plan, profit sharing, stock purchase plans are the components of this dimension.

6. Spouse (Family) Income Continuation

Most employees with family obligations are concerned with what might happen if they are no longer able to provide money that will enable their families to maintain a particular standard of living. Life insurance, group life insurance, total and permanent disability plans provide income for the families of employees when these conditions arise.

7. Health, accident and Liability Protection

When a health problem occurs, employees must be concerned not only with income continuation, but also with payment for the goods and services required in overcoming the illness or disability. Medical, hospital and surgical insurance, postretirement medical plan, dental care, vision care are the components of this dimension.

8. Income Equivalent Payments

A final set of compensation components may be grouped under the title if income equivalent payments. Many of these components are frequently called perquisites or perks. Some of the more desirable perks are the use of a company car, company credit card, payment for expenses to professional meetings, child care services etc.

Compensation Guidelines or Principles Policy

42. Adequacy Principle: Compensation must meet the minimal governmental, union, and managerial levels of pay.

43. Equitable Principle: Each person should be paid fairly, in line with his or her effort, abilities and training.

44. Balance Principle: Pay, benefits, and other rewards should provide a reasonable total reward package.

45. Cost-effective Principle: Pay should not be excessive, considering what the organization can afford to pay.

46. Security Principle: Pay should be enough to help an employee feel secure and aid him or her in satisfying basic needs.

47. Incentive-providing Principle: Pay should motivate effective and productive work.

48. Acceptability Principle: The employee should understand the pay system and feel it is reasonable system for the enterprise and him or herself.

Compensable Factors

31. Responsibilities
32. Judgement
33. Experience and training
34. Difficulty and Variety of work
35. Supervision
36. Knowledge
37. Originality
38. Working conditions
39. Nature and purpose of inter-personal relationships

Compensation Determination Method Policy

There are four methods of determining the financial compensation of the job. These methods are known as Job Evaluation Methods.

33. Simple Ranking/ Ranking Method: It involves ranking each job relative to all other jobs usually based on certain factors by a group of raters. The raters grade the jobs in terms of their individual interpretation.

34. Job Classification Method: It involves with categorizing jobs of the organization into groups. These groups are called classes if they contain jobs that are similar in difficulty but otherwise different.

35. Point Factor Method: The point system identifies a number of compensable factors and them the degree to which each of these factors in present on the job is determined.

36. Factor Comparison Method: It involves with ranking jobs on the basis of comparison of a job on the count of each compensable factors.

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