Chapter 2

HUMAN RESOURCE PLANNING

Manpower planning is reputed to have first been introduced in 1676, when Samuel Pepys first became concerned with the provision of careers for officers in the Royal Navy. Perhaps the Chinese had the problem of manpower planning as was evident from a Seventh Century B.C. Chinese adage (Kuan Chung Tzu):

“If you wish to plan for a year sow seeds
If you wish to plan for ten years plant trees
If you wish to plan for a life-time develop men.”

Human resource planning is a process of determining and assuming that the organization will have an adequate number of qualified persons, available at the proper times, performing jobs which meet the needs of enterprise and which provide satisfaction for the individuals involved.

The success of any organization depends largely on the quality and quantity of its human resources. Since, there is always a scarcity of suitable persons, the organization needs to plan for the same. To find out the right man for the right job and develop him into an effective team member is an important task of every manager. Only human resources have the capability of producing the output that is greater than the input, so its proper management is very necessary. Manpower planning is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organization.

2.1 NEED OF HUMAN RESOURCE PLANNING:

1. Assessing human Resource Needs – HR planning is required to determine whether there is any shortage or surplus of the employees in an organization as both the conditions can affect the work adversely. HR planning ensures the employment of proper workforce in an organization.

2. Coping with the changes within as well as outside the organization – It enables an organization to cope up with the changes in market, technologies, products, government regulations etc.

3. Replacement of Persons – HRP is essential because of the frequent labour turnover due to voluntary quits, deaths, retirements, promotions, marriages etc, which are unavoidable.
4. **During Expansion** – In order to meet the needs of expansion program HRP is needed.

5. **Scarcity of capable human resources** – Despite of abundance of human resources and growing unemployment its very tough to recruit skillful, qualified and capable workforce. Hence the need of HRP arises.

6. **Increasing investments in human resources** – Human resources are the valuable assets of an organization so an organization makes investment on them through training or job assignments. To invest in an employee needs a thorough planning.

7. **To make the programs of employees development** – HRP helps in determining abilities of the future recruited employees and helps in estimating the need to train them. So effective programs may be prepared on that basis for the development of employees.

8. **Reduction in cost of production** – Helps in recruitment of the best workers and hence reduces the rate of labour turnover. It also minimizes the wastage of the enterprise and hence helps the management in maximum exploitation of the resources of enterprise.

### 2.2 FORMS OF HUMAN RESOURCE PLANNING:

There can be two forms of Human Resource Planning-

I. **Short Term Human Resource Planning**: Short-term planning means to prepare the plans for staffing needs in the near future and is concerned with all jobs and persons. It looks after fulfilling future vacancies. It mainly involves with being aware of what positions need to be filled and who among the existing workforce is available to fill those positions.

II. **Long Term human Resource Planning**: Long-term human resource planning relates with planning of human resources for more than two years as it is one of the most important tasks faced by companies that want to survive for a long time period. It is concerned with matching the complete list of employees to total job requirements.

### 2.3 HUMAN RESOURCE PLANNING PROCESS:

1. **Analyzing organizational Plans**: The first step in Human Resource Planning is to analyze the objectives and strategic plans of the company. Plans concerned with the technology, production, marketing, finance, expansion and diversification give an idea related to the future work activities.
2. **HR Demand Forecast**: Demand forecasting is the process of estimating the number and type of personnel required in future. The number of people needed in future depends on the production and sales of an enterprise. But this demand keeps on varying due to change in production technology, process, make or buy decisions, behavior patterns, control systems etc. and demand forecasting helps in making projections for new positions to be created and vacancies arising in current manpower. There are several good reasons to conduct demand forecasting. Forecasting techniques differ for different organization. They may be simple or may be sophisticated. Organizations generally follow more than one technique. The different techniques are as:

![Techniques of HR Demand Forecasting](image)


**A. Managerial Judgement**: Managerial Judgement technique is the most typical method of forecasting generally used in small scale organizations. It involves two types of approaches i.e. 'bottom-up' approach and 'top-down' approach. Perhaps the best way of managerial judgement method is to use both the approaches 'bottom-up' and 'top-down' together.
Table 2.1: Staff Forecast Form

<table>
<thead>
<tr>
<th>Category of Staff</th>
<th>Year</th>
<th>No. of Staff to be Provided</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Members and Movements</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Number of staff at 1.1 (excluding known resignations)</td>
<td></td>
<td>75</td>
<td></td>
</tr>
</tbody>
</table>
| 2. (a) Expected retirements, transfers out and promotions during year  
   (b) Less expected transfers in, promotions and new appointments already made | | 8 | Age Groups  
   Under 25 30  
   25-34 20  
   35-44 15  
   45 and over 10  |
| 3. (a) Number of Staff required on 1 January, next year  
   (b) Less present Staff | | 80 | Increase in number to be substantiated by O&M report  |
| 4. Expected staff losses due to normal wastage of existing staff | | 15 | Estimated by age groups  
   Under 25 12  
   25-34 2  
   35-44 1  
   45 and over -  |
| 5. Expected losses of staff to be recruited in the period | | 5 | Short service staff turnover at 20% of 25 (events 2+3+4 above)  |
| 6. Total staff to be provided during the period | | 30 | 5 to be recruited by 1 February, others to be programmed later |

(Source: Table based on A Handbook of personnel Management Practices by Michael Armstrong PP-208)

The table 2.1 shows an example of the staff forecast in an enterprise. The total number of staff, number of expected retirements, transfers and promotions are
calculated along with the unexpected vacancies created due to death, resignation or any other uncertain accidents. With the difference of these staff forecast is made.

**B. Work Study Method:** Work study method also known as work load analysis is suitable where it is possible to apply work measurement to calculate how long operations should take and the amount of labour required. Under this method total production and activities for a specific period are estimated and this estimation is translated into number of man-hours required to produce per units (after taking the capability of workforce into consideration).

**C. Ratio-Trend Analysis:** This is the quickest forecasting technique in which manpower resources are estimated on the basis of production level and number of workers available. The technique involves studying past ratios between, say, the number of direct and indirect workers in an organization and forecasting future ratios after making allowances for changes in the organization or its methods. The forecasts are then used to determine direct labour requirements and the forecast ratios of indirect and direct labour is further used to calculate the number of indirect workers needed. The technique can be made more clear through an example as:

<table>
<thead>
<tr>
<th>Table 2.2: Demand Forecast – Inspectors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year</strong></td>
</tr>
<tr>
<td>-3</td>
</tr>
<tr>
<td>Actual</td>
</tr>
<tr>
<td>Last year</td>
</tr>
<tr>
<td>Next year</td>
</tr>
<tr>
<td>'+2</td>
</tr>
<tr>
<td>'+3</td>
</tr>
</tbody>
</table>

(Source: http://www.egyankosh.ac.in/bitstream/123456789/35578/1/Unit-3.pdf. P-36.)
The table above shows how an analysis of actual and forecast ratios, between the number of routine proposals to be processed by an insurance company's underwriting department and the number of underwriters employed could be used to forecast future requirements.

D. **Flow models:** Flow models are very frequently associated with forecasting personnel needs. The simplest one is called the Markov model. In this technique, the forecasters will:

1. Determine the time that should be covered. Shorter lengths of time are generally more accurate than longer ones. However, the time horizon depends on the length of the HR plan which, in turn, is determined by the strategic plan of the organization.

2. Establish categories, also called *states*, to which employees can be assigned. These categories must not overlap and must take into account every possible category to which an individual can be assigned. The number of states can neither be too large nor too small.

3. Count annual movements (also called ‘flows’) among states for several time periods. These states are defined as *absorbing* (gains or losses to the company) or *non-absorbing* (change in position levels or employment status). Losses include death or disability, absences, resignations and retirements. Gains include hiring, rehiring, transfer and movement by position level.

4. Estimate the probability of transitions from one state to another based on past trends. Demand is a function of replacing those who make a transition.

E. **Regression Analysis:** This technique is similar to Ratio-trend Analysis as it is based on the relationship between sales volume and employees size. It can be used to assess the relationship between one or more independent and the dependent variable. It determines the relationship between Y variables such as number of employees and X variables such as work done by actually measuring the relationship that existed in the past. Multiple regression analysis involves two or more independent variables and is more advanced but most accurate forecasting technique when used correctly.
After observing the regression line in the figure above one can find out the number of employees required at each volume of sales.

**F. Delphi Technique:** Delphi Technique named after the ancient Greek Oracle at the city of Delphi, is an important technique used for estimating demand of human resources. It takes into consideration human resource requirements given by a group of experts instead of traditional group meetings. The administrator recruits around five to twenty suitable experts and poll them for their forecasts and reasons to forecast. The experts then collects the manpower needs, summarises the various responses and prepares a report. The process is repeated until all experts agree on estimated personnel needs.
CASE STUDY: DEMAND FORECASTING TECHNIQUE IN LARSEN & TOUBRO

It is India's largest engineering and construction conglomerate with additional interests in IT and electrical business. A strong, customer-focused approach and the constant quest for top-class quality have enabled the Company to attain and sustain leadership position for over six decades.

L&T follows ‘bottom up’ of management judgement and work study techniques for demand forecasting. Forecasting process in L&T begins during November of every year. The department heads prepare their personnel estimates (based on details of production budget supplied to them) and submit the estimates to the respective personnel managers (L&T has 11 plants in our country). The personnel heads will review the estimates with the departmental heads and will send final reports to the Mumbai office where a centralized HR department is located. Estimates are reviewed by the HR department and final figures are made known to those personnel managers who initiate steps to hire the required number of people in the following year. The forecast is made for a quinquennium, but is broken down to yearly requirements.6

3. Forecasting Supply of Human Resources: After forecasting human resource demand the next step in human resource planning is to forecast supply of human resources. The purpose of HR supply is to deal with the quantity and quality of the people available. To forecast the availability of the human resource both internal as well as external supplies are considered.

- **Internal Labour Supply:** While estimating internal supply it may be considered that internal labour force may be effected by temporary absences such as leaves of absence (e.g., educational leave, maternity/paternity leave), permanent absences (e.g., death, disability, retirement), or turnover (e.g., resignations, dismissals, layoffs). Death, disability, and retirement are considered actuarial losses in that these are life events that affect all populations. These can be predicted with some degree of accuracy by using mortality rates, understanding occupational health and safety risks, or reviewing demographic information about the population. Turnover refers to the termination of an individual’s employment with an organization.7
Figure 2.3: Estimating Internal Labour Supply for a Given Unit

(Source: http://www.whatishumanresource.com/hr-supply-forecasting. P-35.)

- *External labour Supply:* As the organization grows & diversifies and is not able to find the people internally to fill the vacant positions, it has to tap into the external market. If the organization is able to fulfill its external recruitment needs according to the possible sources of supply keeping the market trends in mind its problem to find the potential personnel at the required time will become easy.

4. **Matching Demand And Supply:** Once the demand and supply forecasts of human resources in an organization is completed the HRD manager compares the two forecasts. This comparison helps in calculating the surplus or shortage of human resources in future. In case there is no difference between the manpower requirements and manpower supply, there is no need to take any action by the HRD manager. And if the difference exists between the two the HRD manager has to take actions accordingly. As in the case of shortage of human resource it can be met by promotions, overtime, training & development to improve quality, retention, hire staff from outside etc. On the other hand if there is surplus of human resource it can be made good through voluntary retirement scheme (VRS), termination, lay-off, retrenchment etc.
5. Monitoring and Control: Monitoring and Control is the fifth & final phase in human resource planning process. Once the action plans are implemented there is a need to review those plans and monitor them against the set standards. After the plans and policies are monitored it will help in revealing out the deficiencies, if any. So, corrective measures can be adopted to remove those deficiencies and control the implementation of action plans in right direction. Monitoring and control needs to be followed time to time as in changing business environment action plans need to be modified accordingly.

2.4 JOB ANALYSIS AND JOB DESIGN

Job analysis is a systematic study of jobs to identify and determine in detail the content of a job in terms of activities involved and attributes needed to perform that work. It determines the relative information of the duties, skills, responsibilities, and work environment of a particular job. The HR manager tries to gather these information and identify what a job demands and what an employee needs to possess to perform that work more effectively and efficiently.
It is a process to put right person at right job on the basis of data collected on a job.

Job analysis can be defined as the process of determining by observation and study the tasks, which comprise the job, the methods and equipment used, and the skills and attributes required for successful performance of the job.

Job analysis 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.

**Figure 2.5: Components of job analysis**

**Job Description:** A job description is a written statement of the appropriate and authorized contents of a job. It is descriptive in nature and provides job related information in terms of its title, location, duties and activities to be performed, authority & responsibility, working conditions, tools and equipments used, hazards of the job etc. It tells us what the job is to be done, why it will be done, how it will be done, and under which condition. Thus job description differentiates one job from other and describes duties and responsibilities of a specific job.

**Job Specification:** Job specification describes the key qualifications necessary for satisfactorily completion of the job. It is a written record of the physical, mental, social and psychological and behavioral characteristics which a person should possess in order to perform the job effectively. Physical characteristics include height, weight, chest, vision, hearing, health, age, voice, poise, hand and foot coordination etc. Mental characteristic consists of general intelligence, memory, judgement, ability to concentrate, foresight etc. Social and psychological characteristics comprise emotional stability, flexibility, personal
appearance, pleasing manners, initiative, drive, conversational ability etc. Other personal characteristics include sex, education, family background, job experience, extra-curricular activities, hobbies, etc.\textsuperscript{10}

In short we can say that job specification makes the selection process easy as it sets the desired qualification of an individual needed for a specific job.

**Job Evaluation:** Job evaluation is a process of finding the relative worth of a job. It determines how well a person handles the specific task given to him. As there are various jobs within an organization, each of them are ranked in terms of their importance on the basis of their contents. In this process jobs are ranked not the jobholders. It serves as basis for grading different jobs and finally deciding the suitable pay structure for them.

**Methods of job evaluation:-**

1. **Ranking Method** - It is the most simplest and common method used for job evaluation. Under this method jobs are compared to each other based on their overall worth to the organization and thus are arranged from highest to lowest. The worth of the job can be calculated on the basis of skills, education, difficulty level, physical & mental efforts, duties & responsibilities, working conditions etc. The job at the top level has the highest worth and job at the bottom has the lowest worth. Pay structure is then calculated according to the worth of the job.

2. **Grading Method** - The other name of grading method is 'classification method'. Under this method jobs are classified into different grades and classes with relatively the same value to a business by an authorized body or committee appointed for the task. The grades are created by using some common denominators such as knowledge, skill, experience and responsibilities (these denominators can be different for the different organization). Once the grades and classes are established there is no difficulty in fitting each job into its proper grade or class. Then at last different wage rates are fixed for each grade.

3. **Point Rating** - This is the most widely used method of job evaluation. It makes quantitative evaluation of jobs by expressing them in terms of key factors like skill, responsibilities, efforts and working conditions (as these factors are common to all jobs). Then points are assigned to each factor in
order of their importance eliminating bias at every stage. The points for each factor are then summed up to determine the wage rate for the job. The jobs with highest points are paid the highest pay. Similar rated groups are placed in the same wage/salary grade.

4. **Factor comparison Method** - The method originally developed in 1926 is a more systematic and scientific method of job evaluation. It is the combination of both ranking method and point method as it rates the job by comparing them as well as breaks jobs into key factors. Firstly the key jobs are selected that represent the wage level across the organization. Then the job is evaluated in terms of different factors such as skill, physical & mental efforts, responsibilities, working conditions etc. common to all jobs. After that the selected jobs are ranked accordingly and with the money value assigned to each factor, wage rates are determined for the key jobs. The last step of this method includes the comparison and evaluation of remaining jobs in the organization.
Steps involved in the process of Job Analysis:-

1. **Organizational Analysis:** First step in the process of job analysis is to obtain an overall view of various jobs in the organization in order to find the linkages between jobs and the organizational goals, inter-relationships between different jobs and contribution of various jobs in achieving organizational efficiency and effectiveness.

2. **Using job analysis information:** The information generated by job analysis can be used practically for all personnel functions but to avoid complexities it is desirable to focus only on few priority areas to develop clarity on the uses of information pertaining to job analysis.

3. **Selecting representative jobs for analysis:** It is not possible to analyze all the jobs as it will be highly time consuming and costly process. It is therefore desirable to pick up a representative sample of jobs for detailed analysis.

4. **Responsibility for collecting information:** After finding out the job information to be collected, it is necessary to decide who will be assigned charge to collect the data. This person can be from outside or inside the organization.

5. **Collection of data:** In this step data is collected on the characteristics of the job and behavioral & personal attributes required to, do the job effectively. These data may be collected from the employees actually doing the job or from their supervisors.

6. **Preparing job description:** The information collected in the previous step are now used to prepare a job description, which is a written statement that highlights major tasks, duties and responsibilities needed for an effective job performance.

7. **Preparing job specification:** In the last step of job analysis a job specification is prepared for the employees. Job specification is a written statement of personal attributes required in terms of education, skills, training, experience required to perform a job.

**Job Design:** Job design is the next step after job analysis. Job analysis provides data related to job and skill required by a job holder to perform that job. For a better job performance job contents must be sequenced appropriately, which is termed as job design. A well planned job design has a positive impact on both
employees and the organization while a poor job design can affect the smooth functioning of an organization as it may lead to boredom, reduced motivation, increase in organizational costs etc.

Job design aims at determining the tasks to be done, how they can be done, and in what order they are to be done. It involves integrating job responsibilities and certain qualifications required to perform a task along with organizational & individual employee requirements as well as working conditions. Job design helps in attracting right person at the right job by making job look more interesting and specialized. In short we can say that the main objective of job design is to meet the requirements of organization and at the same time fulfill the personal requirements of job holders.

2.5 PROBLEMS AND LIMITATIONS OF HUMAN RESOURCE PLANNING:

In spite of many benefits and uses of human resource planning there are many problems and limitations attached with it such as-

- It is a general thinking that if the people are available in abundance why to spend money and time on them, which is one of the greatest yardsticks in HRP.
- Due to the certain inherent limitations of forecasting in itself human resource forecasting becomes tricky as well.
- Predictions with the reasonable degree of accuracy based on future vacancies due to retirements, marriages, deaths and resignations can be made. However its risky to take decisions on these predictions as these are not specific enough.
- HR Planning requires wholehearted support of top management to be a success.
- Human Resource Planning is based on data relating to human resource which are not maintained in a proper way in some of the organization. Hence, in the absence of these reliable data, process of HRP becomes very difficult.
- HRP is an expensive and time consuming process. Employees in some of the organization may resist it as according to them it may increase cost of production.
• HRP must be handled by an expert personnel which is not seen often. Many HR personnels and specialists do not understand the whole HRP process and in absence of this planning cannot be effective.

2.6 HUMAN RESOURCE INFORMATION SYSTEM (HRIS):

Human Resource Information System (HRIS), is a software or online solution for small to mid-sized businesses for the data entry, data tracking and data information needs of human resources to manage their HR Payroll, management and accounting activities. HRIS is an integral part of the Management Information System (MIS) which includes information related to assets, finance, production, accounting, sales etc. A good HRIS must provide capability of effectively planning and control in order to achieve efficiency and quality of HR decision making and thus improving employee and managerial effectiveness and productivity.

There are hundreds of companies present in the market who sell HRIS data base each with different capabilities. So every organization has to pick its HRIS carefully according to its need. The inputs of HRIS are the information related to employees, their qualifications, skill, abilities, age, sex, pay scales, organizational objectives, company related documents (like employee handbooks, safety guidelines etc.) etc. An effective HRIS processes these input data and transforms them into meaningful information. The company just needs to select a HRIS and customize it to meet its needs. Thus, managers find it easy to manage human resources in an organization with an appropriate HRIS. They can easily access the information they need to effectively and efficiently support the success of their reporting employees.

The main advantages of using HRIS are:

• It reduces the amount of paper and manual record keeping work.
• The information provided on human resources by HRIS is more accurate and quicker.
• It is time saving and cheap device.
• It makes the analysis of HR issues more quickly.
• It establishes strong management control.
• It is easy to use and provides information available as and when desired.
2.7 HR PRACTICES IN INDIA:

A comprehensive survey of human resource planning practices in 45 companies covering cross section of the manufacturing industry (Krishnaswamy, Manpower Planning Practices in Indian Manufacturing Organizations, ASCIJ of management, 1985) has indicated the scant attention that is being paid to human resource planning. Human resource specialists have pointed out the facts that most Indian organizations do not have adequate records and information on human resources. Proper retrieval systems also are not available in most cases. The computerized personnel information systems unlike their counterparts in the western world, do not play an important role in India. Even the current technologies and knowledge in respect of manpower planning is not put to use optimally. Such practices, inevitably lead to ineffective manpower planning.11

2.8 HUMAN RESOURCE PLANNING AND THE GOVERNMENT

Manpower planning has come to be recognized in India as one of the adjuncts of socio-economic planning since the early years of the planning era. Among the noteworthy steps taken by the government of India in this direction is the setting up of the Institute of Applied Manpower Research (IAMR). The IAMR was set up in 1962, inter alia to conduct empirical research in manpower, to provide advisory and consultancy services to government departments and industry and to impart training in methods and techniques of manpower planning. Training is now the major activity of the institute.12

2.9 HUMAN RESOURCE PLANNING IN CPP MILL, LAKUAN

Keeping in view above different components of Human Resource Planning, the researcher has tried to focus the study regarding the Human Resource Planning in Century Pulp and Paper Mill. The Human Resource Planning in CPP involves:

Manpower Planning where, a Parta (word taken from Marwari language) is formed according to which further planning is done. Parta relates with planning for future manpower needs based on location & number of the plants, its geographical conditions and technological developments. The HR department plans future manpower needs for the next 2-3 years taking in concern the number of vacancies to be created due to retirement, sickness, promotion or transfers of the current employees. The company collects the information regarding the number of retirement of the employees in a particular year in different departments and different posts. After analyzing the information they plan for the
future sources of recruitment, i.e. internal or external. And if the vacancy is to be filled internally, how would be the recruitment of the post vacant due to the promotion or transfer and so on.

The company also prepares the employees for succession planning i.e. preparing an employee to take place of other in case of any emergency, retirement, promotion or transfers. The employee is selected in advance for this task and sometimes given the opportunity of taking charges in case of short term needs like the employee went on leave or is sick, the other employee gets chance to know his work and responsibility. This helps the successor to perform his job in a most effective and efficient manner.

Some of the questions related to the Human Resource Management Practices and Human Resource Planning were asked to the executives, skilled and unskilled workers of CPP and with the help of feedback so received the tables were formed as follows:

**Percentage taken for the answers are as**

<table>
<thead>
<tr>
<th></th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Very True</td>
<td>76% - 100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. True</td>
<td>51% - 75%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Partly True</td>
<td>26% - 50%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Not True</td>
<td>0% - 25%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 2.3: Feedback of Executives on HR Planning in CPP**

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarity of Objectives</td>
<td>30%</td>
<td>70%</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Clarity of Tasks</td>
<td>10%</td>
<td>90%</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Inter-linkage with other Departments</td>
<td>20%</td>
<td>80%</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Organized &amp; Qualified Staff</td>
<td>10%</td>
<td>90%</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>Identification of Manpower Needs</td>
<td>40%</td>
<td>30%</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>Attracting Qualified Employees</td>
<td>10%</td>
<td>60%</td>
<td>30%</td>
<td>Nil</td>
</tr>
<tr>
<td>Same Recruitment Procedure followed</td>
<td>Nil</td>
<td>50%</td>
<td>40%</td>
<td>10%</td>
</tr>
</tbody>
</table>

The table above shows the feedback of executives employed in CPP. The executives were asked whether the organizational objectives were clear to them or not. Most of the executives gave answer as true. While 30% were fully sure
about the organizational objectives. 90% of the executives were having the clear view about the task to be carried out to achieve organizational goals while only 10% were very clear about the tasks. Executives when asked about whether the HR department’s performances were interlinked with the other departments or not, the feedback showed that 80% gave answer as true while 20% were very true. The feedback table shows that only 10% executives are of the view that HR department is well organized and properly staffed with well qualified professionals while 90% say that it is up to 75% true.

Questions when asked about the identification of manpower needs in the organization only 40% were very true regarding the question while 20% were not true also. Executives when asked whether the HR department is able to attract the qualified employees or not only 10% gave the answer as true while maximum of the executives i.e. 60% gave the answer as true. The answer for the question that whether the same recruitment procedure was being followed for all levels of organization, no answer fell in the true category. 50% gave the answer as true, 40% partly true while 10% were not true also.

Hence, through the feedback above it can be concluded that the executives in CPP are up to 75% sure about the clarity of objectives & tasks to be performed in the organization and so is the case with the HR department’s inter linkage with the other department. But the executives feel that the HR department is not very much able to attract the qualified manpower for the organization as well as the same recruitment procedure is also not very well followed in CPP.

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarity of Objectives</td>
<td>80%</td>
<td>19%</td>
<td>1%</td>
<td>Nil</td>
</tr>
<tr>
<td>Working for Welfare of Employees</td>
<td>74%</td>
<td>24%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Accessibility of Services</td>
<td>57%</td>
<td>39%</td>
<td>4%</td>
<td>Nil</td>
</tr>
<tr>
<td>Opportunities provided to Internal Applicants</td>
<td>45%</td>
<td>34%</td>
<td>19%</td>
<td>2%</td>
</tr>
<tr>
<td>Non biased Interview Techniques</td>
<td>56%</td>
<td>35%</td>
<td>9%</td>
<td>Nil</td>
</tr>
</tbody>
</table>
Table 2.5: Feedback of Unskilled Employees on HR Planning in CPP

<table>
<thead>
<tr>
<th>Questions</th>
<th>Very True</th>
<th>True</th>
<th>Partly True</th>
<th>Not True</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarity of Objectives</td>
<td>57%</td>
<td>34%</td>
<td>9%</td>
<td>Nil</td>
</tr>
<tr>
<td>Working for Welfare of Employees</td>
<td>60%</td>
<td>33%</td>
<td>7%</td>
<td>Nil</td>
</tr>
<tr>
<td>Accessibility of Services</td>
<td>47%</td>
<td>46%</td>
<td>5%</td>
<td>Nil</td>
</tr>
<tr>
<td>Opportunities provided to Internal Applicants</td>
<td>39%</td>
<td>53%</td>
<td>8%</td>
<td>Nil</td>
</tr>
<tr>
<td>Non biased Interview Techniques</td>
<td>41%</td>
<td>49%</td>
<td>10%</td>
<td>Nil</td>
</tr>
</tbody>
</table>

Few questions were asked to the skilled and unskilled workers of CPP regarding the clarity of objectives and accessibility of services of HR department to the employees and from the feedback given by the employees it was seen that skilled employees were much clear about the objectives of the organization i.e. 80% than the unskilled ones i.e. 57%. Employees when asked about the working of HR department for the welfare of the employees, it was observed that 74% of the skilled employees gave their answer as true while only 60% of the unskilled workers were satisfied with the welfare facilities so received. As the feedback of services being provided by the HR department to the employees 57% of the skilled employees were very true that the services are accessible to them while only 5% were partly true. On the other hand only 47% of the unskilled workers were very true about the accessibility of the services of HR department to them while 5% were partly true.

Employees when asked, if the internal applicants were getting the equal opportunity by the HR department for recruitment and selection, 45% or the skilled workers gave answer as very true while 2% gave the answer as not true. On the other hand only 39% of the unskilled workers gave the answer as very true and 53% as true. Employees were asked, if the test and interview techniques were non biased, 56% of the skilled workers were sure that it was non biased while only 41% of the unskilled workers were sure about it.

2.10 Conclusion: Hence it can be said that Human Resource Planning is a forward looking function as it consists in estimating future manpower requirements and developing human resource plans for their implementation in any enterprise. Human Resource Planning is neither static nor rigid as it can be amended, reviewed and adjusted accordingly with the needs of the organization. As in the process of Human resource planning the demand and supply forecast of the human resources are carried down through various methods and techniques so
the same is done in CPP for manpower planning through the combination of different methods and techniques.

And on comparing all the tables above it can be concluded that the HR Department popularly known as the Personnel & Administration Department, works in CPP which is further divided into different sections such as Security, Human Resource, Administration, Personnel, Safety, Liason & Legal etc. the executives are clear about their objectives and tasks and have good inter linkage with the other departments while the workers, specially the unskilled one are not very clear about the tasks and objectives of the CPP, for which they are working. Even they feel that the HR department is not providing them the welfare services more effectively and if they providing any such services, it is not easily accessible to them in comparison to the skilled ones. Even the workers feel that the recruitment and selection opportunities being provided to the internal applicants is not so good in comparison to the opportunities being provided to the external applicants. As well as the test and interview techniques are also biased in case of unskilled workers than the skilled ones.
REFERENCES:


5. William J. Rothwell. op.cit., P-175.


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