CHAPTER - 04
MANPOWER RESOURCES
MANPOWER RESOURCES

1- MAN POWER PLANNING –

"Manpower may be thought of as" the total knowledge, skills, creative, abilities, talents and aptitudes of an organization's work force as well as the values, attitudes and benefits of an individual involved.

It is the sum of total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons\(^1\) of all the "Ms" in management (i.e. the management of materials, machines, methods, money, motive power), the most important is "M" for men or human resources. It is the most valuable and of an organization and not the money or physical equipment. It is in fact an important economic resource covering all human resources organized or unorganized employed or capable of employment working at all levels—supervisors, executives, government employees, "blue" and "white" collar workers, managerial, scientific, engineering, technical, skilled and unskilled persons who are employed in creating, designing, developing, managing and operating productive and service enterprises and other economic activities.

Human resources utilized to the maximum possible extent in order to achieve individual and organizational goals. In organizational performance and resulting productivity are directly proportional to the quantity and quality of its human resources. Manpower Planning is "the process by which a management determines how an organization should move from its current manpower position
to its desired manpower position”. Through planning, a management strives to have the right number and the right kinds of people at the right places at the right time to do things, which result in both the organization and the individual receiving the long-range benefit.

Manpower Planning consists of a series of activities viz.

a) Forecasting future manpower requirements either in terms of mathematical projection of trends in economic environment and development in industry or in terms of judgmental estimates band upon scientific future plans of the company.

b) Making an inventory of present manpower resources and addressing the extent to which these resources are employed optimally.

c) Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively and

d) Planning the necessary programmes of requirement, selection, training, development, utilization, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.

This planning cannot be rigid or static; it is a amenable to modification, review and adjustment in accordance with the needs of an organization or the changing circumstances.
PROCESS OF HUMAN RESOURCE PLANNING
WITH REFERENCE TO INDIAN INDUSTRIES:

The process of human resource planning is one of the most crucial, complex and continuing managerial function. The process has gained importance in Indian Industries with the increase in the size of business enterprises complex production technology and the adoption of proportional management techniques. It may be rightly regarded as a multi-ship process including various issues, such as —

a) Deciding goals or objectives.
b) Estimating future organizational structure and manpower requirements.
c) Auditing human resources.
d) Planning job requirements and job descriptions; and
e) Developing a human resource plan. Human Resource Planning consists of two stages which are


1) SHORT-TERM HUMAN RESOURCE PLANNING
PROCESS:- Process of short-term human resource planning has the following three stages.

STAGES I-

It is concerned with analyzing reviewing and predicting sub function wise details of manpower needed by the organization to achieve its objectives.
It comprises of the following steps.

1- Starting from company's short-term objectives and schedules plans as the base to assign at the activities planned for following two years.

Activities planned would themselves depend upon the master network detailed work schedule and the financial allocation for the following two years.

2- From activity plan to assign at the actual workload in terms of man months and Mondays for each function.

3- To view the manpower requirements of each department against the manpower norms that are formulated and updated as a part of the system from time to time and on the basis of man hour rate processing system & post budget review. Also, to compare the requirement against norms on manpower mix.

**STAGE II —**

It attempts to match the requirements with the available manpower and to plan that what action will be necessary to ensure timely placement of manpower needed.

It includes —

1) Taking stock of the available manpower for which a computerized system for maintaining personnel inventory is envisaged.

2) Taking into account.

   a) The likely promotions to the from the grade within the framework of prevalent promotion policy.

   b) The likely separation based on the past experience and

   c) Personnel likely to be absorbed i.e. number of post to filled by companies.
3) Also taking into consideration the job rotation plans which are drawn or the basis of
a) Likely surplus and deficits of manpower arising out fluctuation in workload.
b) Likely promotions and analysis of the some for detailed career planning to provide more predictability with respect to promotion avenues.

STAGE III-

It covers the interaction between demand and supply and identifies in detail the gaps to be filled in so that skills are utilized to be best possible advantage and the legitimate aspiration of individuals are taken into account.
This stage comprises of –
1) On the basis of the projected gaps in the skills and hence also experienced personnel are identified.

2) To identify the potential promotalities and the corresponding training required based on performance appraisal system. It may be mentioned here that the three stages closely, interact and have influence over each other, taking this trinity of aspects together the manpower planning process aims to balance the supply and demand levels most consistent with the needs of the organization.

LONG TERM HUMAN RESOURCE PLANNING PROCESS –

Process of long tem human resource planning follows in Indian Industries has the following two stages –
STAGES I –

It is concerned with the formulation of long term manpower projects which involves analyzing long term activity plans which in turn depends upon commissioning schedules and financial allocation.

In the light of manpower modules developed and the broad economic indicators such as productivity index and ratio of manpower of total investment.

STAGES II –

It consist of matching the manpower projections with the available manpower to workout the recruitment projections available manpower is arrived at by extrapolating past data on separation and availability of personnel based on long term training and career plan is drawn up availability of manpower estimates with respect to recruitment plan for experienced personnel and trainees are drawn upon the basis of experience and market survey.

Human Resource Planning is a regular feature in the Indogulf and as such, there is no overstaffing. Generally on the basis of the requirement right man on the right job at the right time is appointed.

The following table shows that there is no overstaffing in operating departments of the Indogulf from the year 2003-04 to 2007-08. Here, it is important to mention that the number of post sanctioned for each grade in a department shall in no case be exceeded without the sanction of the authority competent to create a post higher permanent or temporary.
HUMAN RESOURCE PLANNING IN THE INDOGULF

(FOR OPERATING DEPARTMENTS)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sanctioned Strength</th>
<th>Men of Roll</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-04</td>
<td>1081</td>
<td>870</td>
</tr>
<tr>
<td>2004-05</td>
<td>1041</td>
<td>850</td>
</tr>
<tr>
<td>2005-06</td>
<td>1041</td>
<td>820</td>
</tr>
<tr>
<td>2006-07</td>
<td>1031</td>
<td>810</td>
</tr>
<tr>
<td>2007-08</td>
<td>1001</td>
<td>800</td>
</tr>
</tbody>
</table>

Source: - Indogulf, Annual Reports (2003-04 to 2007-08)

From the above table, it is evident that the Indogulf Management never exceeded the sanctioned strength and Men on Roll were less in comparison to the sanctioned strength. This shows the units awareness about the evil effects of the overstaffing but, at the same time, it should also try to clear the back logs of different type of reservation in vacancies.

RECRUITMENT POLICY:

(With references to Indian Industries)

In India the real process of industrialization started during the second five years plan. It was during this plan that many enterprises in public sector and in private sector were installed. It was consequently felt necessary to prepare some guidelines pertaining to different dimensions of personnel management. The Ministry of industry government of India worked out general rules for recruitment in Private and Public Sector.

Such a policy assets the objectives of the recruitment and provides a framework of implementation of the recruitment programmes in the form of procedures.
Such a policy may involve a commitment to broad principles such as filling vacancies with the best-qualified individuals.

It may embrace several issues such as extent of promotion within attitudes of enterprise in recruiting its old employers, handicaps, minority groups, women employers, part-time employers, friends and relatives of present employers.

It may also involve the organization system to be developed for implementing recruitment programme and procedures to the employed. A recruitment policy in its broadest sense, "involves a commitment by the employer to such general principles as-

i) To find and employ the best qualified persons for cash jobs;

ii) To retain the best and most promising of those hired

iii) To often promising opportunities for life-time working course and

iv) To provide programmes and facilities for personal growth on the jobs."

**METHOD OF RECRUITMENT**

The different methods which are mainly followed by Indian Industries are as follows: -

1) **DIRECT METHOD:-**

These include sending travelling recruiters to educational and professional institutions, employee’s contracts with public and manned exhibits. One of the widely used direct methods is that of sending of recruiters to colleges and technical schools. Most college recruiting is done in cooperation with the placement office of a college. The placement office provides help in attracting students, arranging interviews, and furnishing space and providing students resumes.
For managerial, professional and sales personnel compares recruiting in an extensive operation. Many companies have found employees contact with the public a very effective method. Other direct methods include sending recruiters to conventions and seminars, selling up exhibits at fairs and using mobile office to go to the desired centers.

2) INDIRECT METHOD :-

Indirect methods involve mostly advertising in newspaper on the radio in trade and professional journals, technical magazines and brochures.

Advertising is very useful for recruiting blue-collar and hourly workers, as well as scientific, professional and technical employees. The search for top executive might include advertisements in a national periodical while the advertisement of blue-collar jobs is usually confined to the daily newspapers or regional trade journals. The classified advertisement section of a daily newspaper or classified advertisement the Sunday weekly editions of the Hindustan Times, Times of India, The Tribune, Bharat Jyoti, The National Herald, Free Press Journal, The Pioneer, Amrit Bazar Patrika, Economic Times, The Hindu, The Indian Express etc. carry advertisement for all types of positions. Such advertisements enable prospective candidates to search themselves in order to find out whether they are fit for the job for which the advertisement has been issued.

Other methods include advertising in publications such as trade and professional journals and radio or television announcements as is done by many Indian manufacturers.
3- THIRD PARTY METHOD:

These include the use of commercial or private employment agencies, state agencies, placement offices of schools, colleges and professional associations, recruiting firms, management consulting firms indoctrination seminars for college professors and friends and relatives. Private Employment Agencies are widely used. They change a small fee from an applicant. They specialize in specific occupations, general office help, salesman, technical workers, accountants, computer staff, engineers and executives.

There private agencies are brokers who bring employers and employees together. The specialization of these agencies enhances their capacity to interpret the needs of their clients to seek out particular types of persons and to develop proficiency in recognizing the talent of specialized personnel. State or Public Employment Agencies are the main agencies of public employment. They provide a clearing hours for jobs and job information. These agencies provide a wide range of services counselling, assistance in getting jobs, information about the labour market, labour and wage rates.

Schools, Colleges and Professional Institutions offer opportunities for recruiting their students. They operate placement services where compute biodata and other particulars of the students are available.

Educational institutions provide an excellent source of potential employees for entry-level positions in organizations. These general and technical, professional institutions provide blue-collar applicants, white collar and managerial personnel.
Professional Organizations maintain compute information records about employed executives. These firms are looked upon as 'head hunters', 'raiders' and pirates by organizations which loose personnel through their efforts.

Indoctrination seminars for colleges Professor are arranged to discuss the problem of companies and employees. Professors are invited to take part in these seminars. Visits to plants and banquets are arranged so that the participant's professors may be favourably impressed. They may later speak well of a company and help it is getting the required personnel.

EMPLOYEE REFERRALS: - Friends and relatives of present employees are also a good source from which employees may be drawn.

Trade Unions also provide manual and skilled workers are sufficient numbers.

Casual Labour or Applicant at Gate-Most industrial units rely to some extent on the casual which presents itself daily at the factory gate or employment office.

UNCONSOLIDATED APPLICATIONS: - For positions in which large members of candidates are not available from other sources, the companies may gain in keeping fids of applications received from candidates who make direct inquiries about possible vacancies on their own, or may send unconsolidated applications.

VOLUNTARY ORGANIZATIONS: - Such as private clubs social organizations might also provide employees handicaps, widowed or married women old persons, retired hands etc. in response to advertisements.
COMPUTER DATA BANKS:- When a company desires a particular type of employee, job specifications and requirements are fed into a computer where they are matched against the resume data stored there in. The output is a set of resumes for individuals who meet requirements. This method is very useful for identifying candidate’s job hard to fill positions, which call for an unusual combination of skills.

RECRUITING PRACTICES AND A FIRMS POSITION IN THE LABOUR MARKET

<table>
<thead>
<tr>
<th>Degree of Tightness in The Labour Market</th>
<th>Sources Used for Recruitment</th>
<th>Area Covered for Recruitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Most loose</td>
<td>Direct hiring</td>
<td>Immediate Vicinity</td>
</tr>
<tr>
<td>2) Intermediate</td>
<td>Unions, friends and relatives, private and public agencies</td>
<td>Part of an Urban industrial area</td>
</tr>
<tr>
<td>3) Tight</td>
<td>Advertising, nearby special sources colleges, industrial area private agencies</td>
<td>The whole urban</td>
</tr>
<tr>
<td>4) Most tight</td>
<td>Labour scouting</td>
<td>Regional and national</td>
</tr>
</tbody>
</table>

According to a survey of private and public sector employees by Prof. Basavaraj the following methods were used to recruit the employees.

a) In the Public Sector (Steel Units), the major sources of recruitment in order of preference are:
   i) Casual collars or employment seekers
   ii) Newspaper advertisement
iii) Scheduled tribes and scheduled castes
iv) Employment exchanges
v) Other public undertakings
vi) Internal advertisements
vii) Displaced persons
viii) Relatives and friends
ix) Employment recommendations
x) Institutions.

In India specially in heavy engineering industries as in the case of public sector the various sources for non-supervisory staff are –
i) Employment exchanges
ii) External advertisement
iii) Internal advertisement
iv) Central training institute
v) Introduction by the liaison officer of a corporation.
vi) Deputation personnel
vii) Transfer from other public undertakings.

b) In the private sector, the survey disclosed that the procedures, through formulated, were not institutionalized in character. In some organizations, preference was given to sons and relatives of employees and to local people.

In order of preference, the major sources are –
i) Advertisements
ii) Employment exchanges
iii) Relatives and friends
iv) Casual collars and
v) Employees recommendations.
All public sector enterprises are required to consider candidates sponsored by the Employment Exchanges Cover 535 and in most cases, confine the selection to these candidates.

However, the private sector is not under any such formal obligations. Under the Apprentice Act, 1961, young craftsmen having received pre-employment training in Industrial Training Institutes have to be employed by 'specialized' industries during their training period as a percentage of the total number of regular employees. Reservation of 25% of vacancies for Scheduled Castes and Scheduled Tribes candidates and preferential treatment of displaced persons is a past of statutory requirement of government and public sector employment in India. The recruitment of supervisory personnel in all organized industries in generally by promotion from within the organizations. Some industries first recruit a number of young persons as management trainees and after 2 or 3 years absorb them completely.

EXECUTIVES too are mostly promoted from within.

RECRUITMENT POLICY OF INDOGULF:-

Recruitment Policy of Indogulf is governed by the Aditya Birla Group various rules and methods which are followed in Indogulf are as follows:

PAY SCALES: - All recruitment in company are made in approved pay scales as may are made in approved pay scales as may be in force from time to time as per the prescribed recruitment specifications which may be modified from time to time depending upon job requirements.
TRAINEES/APPRENTICES:- The company recruit apprentices/trainees both on technical and non as per the training schemes as may be in forces from time to time stipend and terms of conditions on respect of trainees are given in Annexure Apprentices small be governed by Apprenticeship Act 1961.

APPOINTING AUTHORITY: - The power to recruit and appoint will rest with the authorities to whom such powers delegated from time to time by managing director of company.

SOURCES OF RECRUITMENT:-

Recruitment to various posts including trainees and apprentices will normally to be made from following sources.

i) Employ news exchanges as; per the provisions of employment exchange Act 1959.

ii) Direct Recruitment by advertisement and campus interview.

iii) Company's own trainees who have satisfactorily computed their training.

iv) By transfer from group companies.

v) On contract for a specified period.

vi) Apprentice's recruitment under apprentices Act.

METHOD AND PROCEDURE OF RECRUITMENT:-

1) MANAGERIAL POSITION: - Positions are filled up through departmental promotions.
2) SUPERVISORY POSITION: - Positions are filled up through campus interviews, employment exchange and advertisement.

3) SKILLED AND UNSKILLED MANPOWER: - Skilled positions are filled up through campus interviews, employment exchanges. Unskilled manpower is recruited through land user, who gave their land for the factory.

1) Direct recruitment will be resorted to only when in context of a particular vacancy. No suitable candidate for promotion is available in appropriate rank throughout the company when direct recruitment from outside is resorted to, employees working in the organization can apply for the past and will be given consideration along with outside candidates.

2) All vacancies will be notified to appropriate Employment Exchange under Employment Exchange Act 1959 such vacancies may be filled, up by advertisement in the Press and elsewhere.

3) Advertisement in press shall indicate job description & job specification, age limit, pay scale, allowances, admissibly & last date of receipt of applications, which should normally be 15 days duration. The advertisement shall be a stock and well carry the company's laws and message your progress is our concern.

The Personnel and HRD department deals with recruitment and selection at Indogulf. Officers and above are recruited through HRD and supervisors and below by Personnel department. The availability of vacancy makes the prows to begin.
The strength of manpower which is needed is finalized by industrial engineers at time of construction of plant and Personnel & HRD department keeps on receiving requirement policy. The organization receives biodata and on basis of data screening is done and candidates are called for interview.

Indogulf has centralized the recruitment and selection department because it leads to scientific work. Trainees are recruited annually at different basis and the vacancies, which need experiences holders are recruited according k/o the need of organization. Indogulf gives all details about job specification and job description.

Indogulf adopts both direct and indirect methods of recruitment which comprise of campus recruitment, public recruitment and convention and seminar and Indirect Method of Audio Media, Advertisement etc, and Third Party such as public and private employment agencies schools colleges etc.

Indogulf gives most emphasis on campus recruitment. It has also started using computer in this field which is on an infant stage which is meant for overall availability.

The applications received are feed up in the computer and when there is a demand of any candidate the information is gathered and the data are send. There is no reservation policy and it is also making emphasis most on internal sources of recruitment to reduce the cost.
REFERENCES:

1) Megginson, Leon C., Personnel and Human Resource Administration, 1977, p.4

2) Indian Institute of Personnel Management, Personnel Management in India, Calcutta, 1973, p.221


