UNIT 14  HUMAN RESOURCE PLANNING

Structure

14.0  Objectives
14.1  Introduction
14.2  What is Human Resource Planning?
    14.2.1  Human and Intellectual Capital
    14.2.2  Human Resources Distribution
14.3  Why is Human Resource Planning?
    14.3.1  Need and Purpose
14.4  Changing Scenario of Indian Libraries and Information Institutions
14.5  Elements of HR Planning and Policy
    14.5.1  Estimating Manpower Requirements
    14.5.2  Selection and Recruitment
    14.5.3  Induction and Deployment
    14.5.4  Development of Knowledge and Skills
    14.5.5  Performance Assessment, Counselling and Coaching
    14.5.6  Communication
14.6  Manpower Planning for Libraries and Information Institutions in India
14.7  Summary
14.8  Answers to Self Check Exercises
14.9  Keywords
14.10 References and Further Reading

14.0 OBJECTIVES

After reading this Unit, you will be able to:

• comprehend that human resources are human and intellectual capital;
• explain Human Resource Planning (HRP) and its elements;
• discuss the value of HRP;
• describe the methods and techniques of HRP; and
• apply the methods and techniques of HRP in the changing context of Indian libraries and information centres.

14.1 INTRODUCTION

In Unit 13 of this Block you have learnt the basics of Human Resource Management (HRM), of an organisation, the need for and purpose of HRM and how is it done through strategic and operational planning. This Unit introduces the concept of Human Resource Planning (HRP) which is an integral part of HR Management. Human resources are considered in information economics as human and intellectual capital. The vital need and purpose of HRP are explained, indicating the importance of the human resources as invaluable assets, transforming all the other resources into tangible products and services of an
organisation. The process of HRP, explaining the various methods and techniques are described with all their details. The current scenario of Indian libraries and information institutions is discussed, indicating the types of professional persons required in the future. The methods and techniques of HRP could be usefully employed in the changing context of Indian libraries and information centres for personnel selection and recruitment, induction and deployment, quality and skill development for added value, performance assessment, etc.

14.2 WHAT IS HUMAN RESOURCE PLANNING?

Human Resource Planning (HRP) is fundamentally about matching human manpower forces to the strategic and operational needs of the organisation and securing the full utilisation of these manpower forces for obtaining fully, the goals and objectives of the organisation. HRP emphasises the importance of finding people whose attitudes, behaviour and mental frame of mind are likely to be in tune with the cultural philosophy of the organisation to realise the set targets. HRP approach in building manpower resources, on matching these resources in meeting organisational requirements, does not merely mean maintaining the status quo, perpetuating the existing culture. In effect, it should be able to combat the radical changes, in particular the fast advancing Information and Communication Technology, in thinking about the competencies required in the future to achieve substantial growth and to reorient itself to introduce new cultural changes.

Self Check Exercise

Note: i) Write your answer in the space given below.
ii) Check your answer with the answers given at the end of this Unit.


......................................................................................................................................................
......................................................................................................................................................
......................................................................................................................................................
......................................................................................................................................................
......................................................................................................................................................

14.2.1 Human and Intellectual Capital

In this context, it is pertinent and useful to cite the theory of Information Economics in viewing human resources as human and intellectual capital. Human capital consists of the knowledge, skills and abilities of the people employed in the organisation. Human capital is defined as “representing the human factor of the organisation, the combined intelligence, skills, and expertise that gives the organisation its distinctive character. The human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organisation.” (Armstrong, 2004). Human capital is considered to have all the human abilities, either innate or acquired which are valuable and can be augmented by appropriate investments. Human capital is the most important element in an organisation’s human resources.
Intellectual capital consists of the stocks and flows of knowledge available in an organisation. These can be regarded as intangible resources which together with tangible resources such as money and physical assets comprise the total value of an enterprise. Intangible resources are defined as the factors that contribute to the value generating processes of an organisation. It includes vision and perspectives to foresee the possibilities and opportunities for future growth of an organisation and navigate its affairs effectively to achieve excellence in its products and services. They also cover the values attached to such intangibles as goodwill, corporate image and brand.

**Self Check Exercise**

**Note:**

i) Write your answer in the space given below

ii) Check your answer with the answers given at the end of this Unit.

2) What are human and intellectual capital?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

**14.2.2 Human Resources Distribution**

Human and intellectual capital is distributed in various measures in the manpower forces employed in an organisation. While the intellectual capital is concentrated at the top management who have the duty and responsibility to lead the organisation to achieve its present and future goals, the human capital is distributed at all levels in the organisation in different and appropriate measures. This distribution is not necessarily rigid as quality, competence and ability can come from any level of the organisation. Usually the top management executives are persons deliberately chosen with brilliant academic and professional records and experience, leadership qualities that have the intangible attributes in greater measure than persons selected at lower management levels.

The Chief Executive Manager and a few associates, with visionary zeal and enthusiasm, carry the full load of the organisation, to plan its goals and objectives, setting immediate and long range targets and provide organisational structure and set norms and standards for the various functions and measurement yardsticks and scales of performance of the staff of the organisation.

Some of the world famous organisations like Microsoft, Infosys, Bhabha Atomic Research Centre are well known for their top executive leaders who have brought about extraordinary success to their respective organisations and set examples for highest quality and excellence of performance. Homi Bhabha, Bill Gates and Narayanmurthy are well known names today.

The middle and lower management personnel will have the appropriate qualifications and experience related to their respective duties and responsibilities to perform with efficiency and motivated to give the best to the organisation.
It is important to note from the foregoing discussions that the process of HRP is vital and has to be given the best attention it deserves. It should, however, be done strictly as determined and directed by the overall goals, objectives, plans, policies and set targets of the organisation.

The ideas and process of planning are recapitulated here for putting our discussions on HRP in the right perspective. As you have already learnt, strategic and operational planning involves:

- Determination of desired goals and objectives and setting targets to fit into a time frame;
- An assessment of the future in relation to changes, expected and anticipated, in particular with the application of the incredibly fast advancing information and communication technologies and customer requirements;
- Selection of activities, programme and projects to achieve the set targets;
- An estimation of the resources required to carry out the decided tasks;
- Preparation of a written plan, giving scope for flexibility; and
- Setting a programme of action for implementation of the plan.

### 14.3 WHY IS HUMAN RESOURCE PLANNING?

The vital necessity for Human Resource Planning for an organisation can never be over emphasised. We have mentioned repeatedly that human resources are the most important assets of an organisation. It is the knowledge, skills and abilities of individuals that create value which is why the focus of attention has to be on the means of attracting, retaining, developing and maintaining the human capital they represent.

#### 14.3.1 Need and Purpose

We have mentioned that Human Resource Planning is a continuous process and not a one-time activity. Of course, it should be strictly in tune with the overall planning and policy of the organisation. The reasons are as follows:

The initial exercise in HRP is to match the selection and recruitment process of manpower resources to match with the goals and objectives of the organisation. But it does not stop there. In tune with the fast advancing technologies and customers (users) requirements, the staff of the organisation will have to obtain new knowledge and skills to apply successfully to the new changing requirements.

While the employees of the organisation provide the bones and sinews for achieving the targets of an organisation, the employers of the organisation should also compensate the staff adequately so that their loyalty to the organisation and motivation to give their best to the organisation do not suffer at any point of time. Therefore all the methods, tools and techniques that establish the smooth and willing participation of the employees in the management of the organisation have to be necessarily based on a well thought out programme. The preparation with techniques and methods of such well thought out plan would be part of Human Resources Planning.
These aspects discussed above will form part of Unit 15 Human Resource Development (HRD). As a matter of fact, both HRP and HRD are integral parts of Human Resource Management. They are split into distinct units to help the process of learning to understand their significance and importance to emphasise that human resources are the most valuable assets.

Human Resource Planning is, therefore, a comprehensive effort to include various kinds of methods not only to retain the manpower resources so carefully built up but to develop their knowledge and skills also to the changing requirements of the organisation for survival and future growth.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

3) Explain the need of and purpose for HRP.

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

14.4 CHANGING SCENARIO OF INDIAN LIBRARIES AND INFORMATION INSTITUTIONS

A number of factors can be attributed to the fast changing scenario of Indian libraries and information institutions. Information and knowledge are considered today the most important, invaluable and powerful force that can bring about all-round growth and development of the economy of a country. As pointed out earlier, the National Knowledge Commission of our country has given a very significant place to libraries and information institutions in the process of transforming our national economy into a knowledge economy.

Currently libraries and information institutions are changing fast with the application of computer and information technology. With increasing development of software packages for library automation, many libraries have found it necessary and useful to automate their activities for quality user services. As many libraries are finding that with computerisation, there is likely to be increased productivity, improved reader services, faster movement of acquisitions between their delivery and appearance on the shelves, improved stock control and a better quality of working life for all concerned. But to what extent these expectations would materialise depends entirely on the quality of the manpower forces that operate in library and information institutions.

As present Indian libraries and information institutions are at various stages of modernising their systems and services, resorting to automation, selective digitisation of their specific collections in some libraries, using Internet and other
networks and websites for searching and retrieval, etc. Some of them have advanced in completing this process and many of them are in the transition stages, operating in the conventional mode for their retrospective collection and offering computerised services for their newer acquisitions. All these changes are seen in:

- The nature of their collection;
- Technical Processing;
- Serials Control;
- Readers Services;
- Information Retrieval Services;
- User Orientation; and
- Staff Training, etc.

**Self Check Exercise**

**Note:**

i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

4) In what areas do changes in libraries and information institutions get reflected?

......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................

As far the nature of the collections in libraries, although print materials predominate, electronic forms, such as CDs, digital forms, and others are increasingly part of their holdings. With publishing and book trades having switched over to computer-based services, acquisition programme also have changed in libraries, using these facilities with library automation software packages.

Library processing also have been changing fast using library automation packages, making their catalogues available online for accessing their collection for users.

With various changes in serial publishing, on line accessibility and many other innovative programme, serials acquisition and control, resource sharing, etc. are fast changing in libraries.

Readers services like circulation, literature searching and retrieval through Internet, specialised networks and websites, etc. many libraries have improved their services.

Reading rooms with access to computers to search in-house catalogues, Internet searching facilities, etc. have also been provided by many libraries. As large number of users have learnt searching through Internet.
To meet the challenges of new environment, many libraries have been training their staff to acquire computer skills, exposing them to Microsoft office packages, like MS Word, Power Point, Excel and Access and in learning software languages to create in-house databases, besides learning software languages for specific purposes.

Library and Information Science Schools have also been introducing new programme in training staff with knowledge and skills in ICT. In addition to the supply of manpower from LIS Schools, business and management schools have started advance programme in virtual library management and knowledge management, particularly in US and England, in which many Indian students are getting trained. So the market for library and information management is becoming more competitive.

While all these changes are essential and absolutely necessary in the changing context, the philosophy of library profession conceived by erstwhile learned scholars of our profession should remain intact. Some of these are:

- Library service is basically a service-oriented activity and has to remain so for ever, despite flourishing information business.
- Library and Information Profession is an intellectual profession with persons having a good subject background and knowledge, in addition to professional knowledge as deemed necessary with changes especially brought about by ICT and other factors.

There are quite a few areas of current professional education and training, work experience in different situations that should stand by LIS professionals to deal with various professional demands of the future.

For example, subject classification and indexing, designing classification systems and thesauri construction, searching techniques in information retrieval, abstracting, condensation, consolidation, repacking of information, methodologies for picking up domain knowledge in subjects, intimate knowledge of knowledge and information resources, their intricacies in using them and similar others are invaluable in any context for developing innovative products and services. With modern computer facilities for research, these methods and techniques should improve substantially.

Taking all these into consideration and for the foreseeable future, the professional knowledge and skill requirements should be with a blend of the following areas:

- A good subject background with abilities to pick up domain knowledge and skills in related and relevant to areas of the activities of parent bodies;
- Computer knowledge and skills to operate ICT based systems and services with considerable expertise and efficiency;
- Management skills to run the newly developing libraries and information institutions, particularly large institutions like university libraries, information centers of research complexes, large industrial undertakings, mass media and such others;
- Communication skills both in written and oral forms to deal with various types of persons in different contexts;
• Abilities and competence to handle information demands in fast emerging sectors like energy and power, tourism and entertainment industry, hospitality industry and such others.

• Intangible personal characteristics, conducive to maintain best public relations to build up and maintain a good image and reputation of their respective institutions and the profession.

It is, indeed, very unlikely to get a supply of these blend of professional persons and possibly human development programme should, therefore, should take care to provide these types of quality human resources.

With this background, let us discuss Human Resources Planning in the following sections of this Unit.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

5) What kind of blend of human resources in libraries and information institutions are likely to be in demand in the foreseeable future?

......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................

14.5 ELEMENTS OF HR PLANNING AND POLICY

The following are the different elements of Personnel Planning:

• Estimating manpower requirements quantitatively and qualitatively;
• Selecting and recruitment of persons;
• Induction and deployment;
• Development of knowledge and skills;
• Performance assessment, counselling and coaching; and
• Communication.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

6) Specify the different elements of HRP.

......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
14.5.1 Estimating Manpower Requirements

As discussed above, with the changing dimensions of library and institutions and the mechanism of operations taking new forms, the problem of estimating manpower requirements is not only critical but also complex. We have already stated that the qualifications and professional training required for managing these new types of institutions have to be a blend of persons with several skills and knowledge. Even in small information units or libraries wherein only a few persons work, the different categories of services would demand correspondingly different skills and knowledge. Therefore a proper estimation of manpower requirements both in terms of quantity and quality is critically important.

The estimates of the personnel of a library/information institution have to be necessarily based on the current and possible future activities, programs and projects on the basis of the targets set up over a period of time and budgetary provisions. The qualitative nature of persons required have to be simultaneously assessed through techniques like job and work analysis, job descriptions and job evaluation, which would establish norms and standards of performance measurements.

The appointment of the top executive of large institutions or the head of smaller units is extremely important, critical and crucial for ensuring the success of the organisations. The top persons have to lead the organisations/units with abilities to take the staff with them and achieve the set targets within the time frame and also envisage its the future growth.

Self Check Exercise

Note: i) Write your answer in the space given below.
   ii) Check your answer with the answers given at the end of this Unit.

7) How are the estimates of personnel of library/information institution made?

.....................................................................................................................
.....................................................................................................................
.....................................................................................................................
.....................................................................................................................
.....................................................................................................................
.....................................................................................................................
.....................................................................................................................
.....................................................................................................................
.....................................................................................................................
.....................................................................................................................

14.5.2 Selection and Recruitment

Although the general policy and procedure for selection and recruitment of personnel are more or less the same, the selection and appointment of the top executive needs extra care and special attention.

Top Position

Apart from advertisements to the top position in the newspapers and professional journals, recommendations to the post are invited from experts in the field. The applications are screened along with names recommended and short listed for personal interviews. The selected candidates are generally invited for presentations of their ideas for the management and growth of the organisation and thereafter,
the appointment orders are issued to the finally selected candidates. The selection and recruitment of the other positions in the organisation are done with the appointed top executive in the selection process.

**Middle and Lower Level Position**

The procedure for selection and recruitment of candidates for other middle and lower positions are as follows:

Once a proper assessment of manpower requirements is made, their procedural steps are:

Obtaining sanctions for filling up of the vacancies from the personnel department so that the process of selection and recruitment gets the right attention and speed.

Advertisements are made in appropriate newspapers and professional journals of the types and number of positions to be filled up with the other details of job descriptions of positions with their duties and responsibilities, employment opportunities for professional advancements, career prospects, salary structure and fringe benefits and the other related aspects.

All these or any group of job information desired by the parent organisation have also to be determined. Even in small organisations, the person heading the library and information units, should initiate action at the right time.

The routine operation involved in selection and recruitment of persons are usually conducted by the personnel departments of the parent organisation. Screening the applications to shortlist candidates for personal interviews, if necessary, after holding written tests. Personal interviews are conducted usually by a selection committee with external experts. If required, other means to ensure the suitability of persons for different positions are resorted.

As mentioned earlier, the process of filling up the positions at the middle and lower levels has to be done with the initiative of the top executive or the head of the unit, even though the procedure or selection and recruitment involves the personnel department of the parent organisation. The duty and responsibility of the top person necessitates her/his total involvement in getting the right candidates for the right positions. This safeguards the interest of the top executive to ensure success.

**14.5.3 Induction and Deployment**

One of the most important and surest ways to retain and motivate the recruited person to the position(s) is to induct the person properly into the organisation to make the person get a feeling that s/he has joined the right organisation. The steps involved in this process are:

- An orientation programme, conducted usually by the personnel division of the parent organisation, introducing the candidates to all the other senior members of other departments and the functions they perform;

- Induction to the library and information unit by the head, giving a complete overview of its various operations and services, introducing her/him to all the other colleagues.
An orientation programme is an informal introduction to the organisation in terms of its goals and objectives, organisational discipline, employee benefits, salary schedules, health care and medical provisions, attendance, leave regulations and rules, holidays, grievance procedures, hours of work, coffee break, telephone facilities and such others that are not commonly known to a newcomer when the person joins the organisation.

The head of the library/information unit gives the full picture of all the activities of the unit, its role vis-à-vis the parent organisation, structural organisation of the library, the section to which s/he is to be posted, the nature of the work with the duties and responsibilities and the other colleagues. The person under whom the new recruit attached has to explain the job with particular reference to the practices and routines established by the library/information unit.

The kind initial systematic induction and deployment would pay rich dividends in the course of time in getting the newcomer a familiarity with the environment and persons with whom s/he has to work. These efforts would ensure a greater chance of getting the best performance from the individual who also would feel that safe and secure to stay in the organisation.

This aspect of induction and deployment is very often neglected and do not get any attention that gives a newcomer a sense of insecurity and fear. The performance of the new recruit naturally will get affected by this negligence.

Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

8) What are the steps involved in the induction and deployment of new entrants?

........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

14.5.4 Development of Knowledge and Skills

The development of knowledge and new skills of the human resources of the library and information units is a big responsibility of the head of the unit. S/he has to assess the strengths and deficiencies of her/his staff and decide appropriately the best ways to handle them.

While this area of Human Resource Development is to be discussed in Unit 15, in this Unit we present a few points to highlight this aspect here.
Training and development of personnel is done to acquire higher knowledge and skills are to build up the capacity, ability and competence of the employees to attune themselves to the changing requirements of libraries and information institutions. This may include the following points:

- Orientation courses to give new entrants an exposure and acclimatisation to the environment and other persons;

- In-service training programme are meant to give junior persons an opportunity to pick up practical skills in a particular section;

- Workshops on specific areas to middle level technical staff to enable them acquaint themselves with current developments in a given field;

- Short term courses in new areas to any group to enable its members to emulate current trends;

- Continuing education programme to groups to enable them to know current trends and advances in their particular areas of work.

In planning training programme, the following aspects need to be taken care of:

i) Need for training identification of areas of training and number of persons to be trained in a time frame;

ii) Assessment of training programme, internal as well as external to decide which one would fulfill the needs of the library and staff;

iii) The quality of the training programme;

iv) Evaluation of candidates who have undergone the training and properly using their new skills;

v) Every area of training requirements needs to be considered viz. administration, financial, professional and others.

**Self Check Exercise**

**Note:** i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end this Unit.

9) State the different points that need attention in training and development programme.

..............................................................................................................................................................

..............................................................................................................................................................

..............................................................................................................................................................

..............................................................................................................................................................

..............................................................................................................................................................

**14.5.5 Performance Assessment, Counselling and Coaching**

Performance assessment is a systematic evaluation of an individual employee’s job-related strengths and weaknesses. This is applicable to every level of management in an organisation. The performance assessment would vary, with
appropriate yardstick and scale respectively at the top, middle, lower levels. The assessment of performance is done against accepted norms and standards.

The substance of performance assessment is that all work in a library/information unit is to conform in content, form and amount to some preset standards. The purpose of this exercise is to lead to improved performance, awards/rewards/incentives for best performance, etc. Persons who need proper guidance and advice to improve their output and quality also have to be identified with reference to their areas of inadequacy. What needs to be done has to be planned to give appropriate counselling, coaching or intensive training to those who need this kind of support for self development. It is easy to condemn an employee for poor performance but the fact is that no one is unfit for every work. It is the supervisor’s responsibility and duty to find a suitable place for such employees to rehabilitate them.

14.5.6 Communication

A communication system in an organisation serves to supplement and complement staff development programme. We have already discussed that communication programme of an organisation are very necessary to keep the members of the staff well informed of its activities. These programme provide a synergetic effect in building up staff strength, participation, capabilities, behaviour and professional quality. Communication may help personnel in many ways such as:

Organisational culture, viz. values, ideas and establishing a social relationship. A notion of ethical values builds a behavioral pattern among the employees through organisational culture.

Holding periodic meetings of employees to discuss matters of common interest to achieve some purpose or goal is healthy practice. The constitution of different committees for different purposes ensures staff participation in planning, decision making, problem solving, performance appraisal, etc. Handled with proper attention and care, meetings will result in creative thinking, multiple thought input, enhanced group cohesiveness, cooperation and communication leading to better decision making.

In-house bulletins, newsletters, annual reports, and other periodical communication reports provide information to the employees to know about first hand the activities and progress of the organisation. Some of these reports are prepared by the members of the staff, having been selected by the organisation for this purpose which is conducive to healthy growth.

Quality Circles (QC) which is the current method of opening up news channels of communication in participative management is an important means of communication. Quality Circles are small groups of employees without any discrimination of their positions and rank who normally work together, meeting regularly to agree upon ways of improving quality, productivity and other aspects of their day to day working arrangements. They are encouraged by management as a concrete measure to involve employees in its activities.
Self Check Exercise

Note: i) Write your answer in the space given below.

ii) Check your answer with the answers given at the end of this Unit.

10) What are different methods of communication that would establish good relationship in the organisation?

......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................
......................................................................................................................

14.6 MANPOWER PLANNING FOR LIBRARIES AND INFORMATION INSTITUTIONS IN INDIA

This section on manpower planning for Indian libraries and information institutions should be read in conjunction with the section on Changing Scenario of Indian Libraries and Information Institutions.

Most of the libraries and information/centers/ units in India are functioning as constituents of various academic and research complexes like Universities, R & D establishments, Government Ministries, Departments, Agencies, Private/Public Industrial Undertakings, Business and Trade Organisations, Mass Media, etc. The General planning and policies of building human resources, governing their respective parent bodies are applicable to their libraries and information units. With the growing and changing patterns of information institutions, management plans and formulation of policies exclusively for libraries and information institutions relevant to the new conditions seem to be necessary and inevitable. Besides various compulsions like ICT applications, fund crunch, volume and variety of information resources, increasing demand for innovative information services, consequent upon the newly emerging sectors like energy and power, tourism and entertainment industry, fashion technology and such others are compelling reasons for a new thinking for manpower planning. In addition, information industry and business and marketing of information products and services, emphasis on user needs and quality service are operating in their own rights, many successfully. All these developments are driving information institutions to restructure their manpower building strategy and operational structures.

A design methodology for manpower planning in the changing context would have to be based on broad goals that would keep users and their information needs at the center, building up information collection and stocks relevant and appropriate to users needs, with the provision for access and availability of information irrespective of their location using ICT facilities and for innovative services. The steps in manpower planning would constitute the following:

- Establishing result oriented selection and recruitment procedures;
- Inducting newly recruited staff appropriately;
Human Resource Planning

- Enhancing staff knowledge and skills through training;
- Measuring quality products and services;
- Evaluating results at periodic intervals;
- Retuning the organisation at proper intervals.

Self Check Exercise

**Note:**

i) Write your answer in the space given below.

ii) Check your answer with the answer given at the end of this Unit.

11) State the steps involved in manpower planning for libraries and information institutions of the future.

..........................................................................................................................................................................
..........................................................................................................................................................................
..........................................................................................................................................................................
..........................................................................................................................................................................
..........................................................................................................................................................................
..........................................................................................................................................................................
..........................................................................................................................................................................

14.7 SUMMARY

In this Unit, we have discussed Human Resource Planning (HRP) as an integral part of Human Resource Management. Human Resources are considered as human and intellectual capital which is distributed, in appropriate measures at the different levels of an organisation. HRP is matching human resources selected and recruited to the different tasks of the organisation to achieve its goals and objectives. The methods, tools, and techniques of HRP are discussed in relation to the changing context of Indian libraries and information institutions. In order to understand this, an overview of the Indian scenario of Indian libraries and information institutions is presented, indicating the type of manpower required in the future.

The elements of HRP that include estimating the quantity and quality of manpower required, selection and recruitment, induction and deployment, performance assessment of employees with appropriate yardsticks, development of knowledge and skill, communication are all discussed in detail. In the end how these ideas of HRP could be usefully employed in the changing context of Indian libraries and information institutions are indicating a few steps of HR Planning.

14.8 ANSWERS TO SELF CHECK EXERCISES

1) **Human Resource Planning (HRP)** is fundamentally about matching human manpower forces to the strategic and operational needs of the organisation and securing the full utilisation of these manpower forces for obtaining fully the goals and objectives of the organisation.

2) **Human capital** is defined as “representing the human factor of the organisation, the combined intelligence, skills, and expertise that gives the organisation its distinctive character. The human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative
thrust which if properly motivated can ensure the long-term survival of the organisation.”

Intellectual capital consists of the stocks and flows of knowledge available in organisation. These can be regarded as intangible resources which together with tangible resources such as money and physical assets comprise the total value of an enterprise. Intangible resources are defined as the factors that contribute to the value generating processes of an organisation.

It includes vision and perspectives to foresee the possibilities and opportunities for future growth of an organisation and navigate its affairs effectively to achieve excellence in its products and services. They also cover the values attached to such intangibles as goodwill, corporate image and brand.

3) Human Resource Planning is a comprehensive effort to include various kinds of methods not only to retain the manpower resources so carefully built up but to develop their knowledge and skills also to the changing requirements of the organisation for survival and future growth.

4) Changes reflected in libraries and information institutions are in the following areas:
   - The nature of their collection
   - Technical processing
   - Serials control
   - Readers services
   - Retrieval services
   - User orientation
   - Staff training; and similar others

5) The blend of human resources likely to be in demand in future libraries and information institutions are:
   - A good subject background with abilities to pick up domain knowledge in any related subjects of the parent body.
   - Expertise in computer knowledge and skills management of skills to manage complex professional organisations.
   - Communication skills, oral as well as written.
   - Many desirable intangible characteristics to build up and maintain goodwill, image and reputation of the institutions and such others.

6) The following are the different elements of Personnel Planning:
   - Estimating manpower requirements quantitatively and qualitatively;
   - Selecting and recruitment of persons;
   - Induction and deployment;
   - Development of knowledge and skills;
   - Performance assessment, counseling and coaching; and
   - Communication.
7) The estimates of the personnel of a library/information institution have to be necessarily based on the current and possible future activities, programs and projects on the basis of the targets set up over a period of time and budgetary provisions. The qualitative nature of persons required have to be simultaneously assessed through techniques like job and work analysis, job descriptions and job evaluation, which would establish norms and standards of performance measurements. The quantitative assessment is also done at this point.

8) Induction and deployment of new entrants of a library would involve the following steps:
   - An orientation program conducted usually by the personnel division of the parent organisation;
   - Induction into the library by the head of the library;
   - Introduction to the colleagues of the other section; and
   - Introduction to the work that the person is assigned by the head of the library.

9) In planning training programs, the following aspects need to be taken care of:
   - Need for training identification of areas of training and number of persons to be trained in a time frame;
   - Assessment of training programs, internal as well as external to decide which one would fulfill the needs of the library staff;
   - The quality of the training program;
   - Evaluation of candidates who have undergone the training and properly using their new skills; and
   - Every area of training requirements needs to be considered viz. administration, financial, professional and others.

10) Communication programs in organisation will include among others, the following:
    - Promotion of organisational culture;
    - Oral communication formally and informally among staff and employers;
    - Written communication through In-house bulletins, Newsletters, Periodical reports, etc; and
    - Promoting Quality Circles and encouraging meetings, staff participation in improving the quality or products and services.

11) The steps in manpower planning would constitute the following:
    - Establishing result oriented selection and recruitment procedures;
    - Inducting newly recruited staff appropriately;
    - Enhancing staff knowledge and skills through training;
    - Measuring quality products and services;
    - Evaluating results at periodic intervals; and
    - Retuning the organisation at proper intervals.
14.9 KEYWORDS

Communication : Interpersonal communication between the management and employees as well as among the employees through various mechanisms.

Deployment : Posting persons to appropriate places in the organisation.

Human Capital : Human capital represents the human factor in the organisation, combined intelligence, skills and expertise that gives the organisation its distinct character.

Induction : Process of introducing new entrants into the organisation.

Intellectual Capital : Consists of the stocks and flows of knowledge available in an organisation, including the intangible qualities of persons.

Organisational Culture : Process of generating values, ideas and practice at different levels of work in an organisation.

Performance Appraisal : Assessment of work accomplished by employees to determine their contribution, strengths and weaknesses.

Personnel Planning : Process that helps organisation to assemble adequate number and quality of staff.

Quality Circles : Small groups of employees working together, meeting at regular intervals to discuss improving the quality of the work they are involved in.

Recruitment : Process of securing the required persons through a formal method.

Selection : Assembling applications for a job through suitable methods and choosing the list from among them.

14.10 REFERENCES AND FURTHER READING


