

The Requirements of Manpower Planning

In order to carry out effective manpower planning, we must first know what kind of employees we want. We must determine for this purpose the level of academic achievement that is essential. It has been found that we sometimes have hired people with higher qualifications than really were needed for the responsibilities indicated; this frequently leads to frustration and high turnover of staff.

We must know the number of people who are required to carry out present and future work. This involves effective forecasting and organization planning. The minimum period for manpower planning purposes should be at least five years in advance of need. This is made more difficult in Government Service by the unpredictable nature of future Government policies.

We must determine what training is appropriate. This includes orientation programmes to impart the philosophy and purpose of the department to new employees and early training in the special responsibilities they will assume.

We must ascertain what career planning can be undertaken. This involves an integrated system of personnel administration with an emphasis on planning and also assumes a certain degree of flexibility.

Delegation to Departments

The Civil Service Commission is delegating to departments the greatest possible measure of responsibility for personnel management and it is doing so as rapidly as the growth of departmental capabilities permits. Departments will be responsible for training in skills and knowledge and for career development, for promotion policies, and for rotating staff to different assignments for development purposes. To help departments, the Commission must provide co-ordination of training and of rotational assignments. Adequate information is not yet available for these purposes in most fields and there is a pressing need for a central manpower inventory to allow co-ordinators to provide the kind of help that departments will require.

Considerable progress has been made with the personnel administrator group. Information about employees in this group has been recorded in a manpower inventory along with appraisal information about their present and future capabilities.

The Civil Service Commission is now making promotions in this group without the traditional posters and without some of the other procedures which previously obtained. Selection is made on the basis of information already