
UNIT 14 PERSONNEL PLANNING

Structure

- 14.0 Objectives
- 14.1 Introduction
- 14.2 What is Personnel Planning?
- 14.3 Need and Purpose of Personnel Planning
- 14.4 Elements of Personnel Planning and Policy
- 14.5 Methods and Techniques of Personnel Planning
 - 14.5.1 Estimating Manpower Requirements
 - 14.5.2 Recruitment and Selection
 - 14.5.3 Induction and Deployment
 - 14.5.4 Development of Knowledge and Skills
 - 14.5.5 Performance Assessment, Counseling and Coaching
 - 14.5.6 Communication
- 14.6 Personnel Planning for Libraries and Information Centres in India
- 14.7 Summary
- 14.8 Answers to Self Check Exercises
- 14.9 Key Words
- 14.10 References and Further Reading

14.0 OBJECTIVES

Personnel Planning is a very important component of Human Resources Management. In this Unit, we shall study all the different aspects of manpower planning of an organisation with special reference to library and information centres.

After reading this Unit, you will be able to:

- get a proper understanding of personnel planning;
- appreciate the need for a systematic approach to personnel planning;
- describe the different elements of personnel planning;
- explain the different techniques of personnel planning; and
- attempt planning of personnel for a library and information centre.

14.1 INTRODUCTION

We have studied in Unit 13 of this Block, the concept of HRD and understood the value of human resources as an essential factor of growth and development in the management of any organisation. In this Unit, we shall learn the different aspects of personnel planning which is one of the components of HRD. We shall also get a clear perception of the need for and purpose of personnel planning in library and information centres.

We shall define and explain the different elements with the techniques and tools required to implement the process of personnel planning.

Policy guidelines are essential to design plans for the activities of libraries and information centres. A policy framework is described as that would indicate the directions to formulate and structure the different elements of personnel planning.

The existing scenario in Indian libraries and information centres is briefly described with suggestions for applying these concepts of personnel planning to respond to challenges for the future.

14.2 WHAT IS PERSONNEL PLANNING?

Human resources being invaluable to any developmental process for any organisation, the work relating to getting the right type of persons for an organisation is an essential effort. A whole series of activities are involved in this process of assembling a qualified and competent staff. The different activities that help organisations to provide for an adequate number of



competent persons and-to give them continuous facilities to upscale their level of performance to achieve current and future needs of organisational growth are called personnel planning.

While the employees provide the necessary bones and sinews for achieving targeted results, the organisation should also compensate them adequately so that employees' 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 the techniques and methods of such well thought out plan would constitute personnel planning.

The ideas and process of planning have to be usefully recapitulated here for putting our discussion on personnel planning in the right perspective. As you already have learnt, planning involves among other things.

- determination of desired goals, and objectives, and setting targets to fit into a time frame;
- an assessment of the future in relation to changes;
- selection of activities, programmes and projects to achieve the set targets; an estimation of the resources required to carry out the tasks decided ;
- preparation of a written plan; and
- setting a programme of implementation of the plan.

Self Check Exercise

1) What do you understand by personnel planning?

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

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

.....

.....

.....

.....

.....

.....

14.3 NEED AND PURPOSE OF PERSONNEL PLANNING

A library and/or an information centre is essentially a service institution; it serves information and knowledge to users on the basis of their information needs from its collection of documents that carry information and knowledge,

Naturally persons who are involved in this service should be knowledgeable in terms of both the ramifications of subjects and the sources from which the required information can be furnished. It is not merely these intellectual skills that are sufficient to render library and information service. A spirit of service is essential to deal with different categories of persons with varied temperaments who seek information for diverse purposes. The tools and techniques that would provide the necessary the anchor for providing this type of highly skilled service form part of the infrastructural facilities built up in an institution.

Libraries and information institutions are currently in a state of continuous change. Information technology (IT) appears to be the principal instrument, transforming and restructuring libraries and information institutions. Persons with specialisation in a discipline combined with matching skills of IT, oral and written communication, and management techniques combined with professional education and training are perhaps the right group of talented persons to be assembled in a library or information centre.

This mix of talents is not easily available in the current state of the professional market in the country. Therefore the recruitment of personnel requires very special attention in order to pick up right persons and develop them to fit into the challenging demands of modern libraries and information centres.

Hence, personnel planning needs very special care, thought and attention. The scope of these activities is complex. We shall discuss these aspects in a subsequent section of this Unit.

Self Check Exercise

2) What do you think personnel planning is necessary?

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

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

14.4 ELEMENTS OF PERSONNEL PLANNING AND POLICY

The following are the different elements of personnel planning:

- Estimating manpower requirements quantitatively and qualitatively.
- Recruitment and selection of persons.
- Induction and deployment.
- Development of knowledge and skills.
- Performance assessment, counselling and coaching.
- Communication.

Each one of the above aspects is presented in some detail in the following section under Methods and Techniques.

14.5 METHODS AND TECHNIQUES OF PERSONNEL PLANNING

Planning and policy making are the two sides of the same coin. They are complementary and supplementary to each other. A policy is a guide, helping a specific course of action. Policies can be specific or general. General policies are usually broad and comprehensive, directing a course of action for the entire organisation. Specific policies relate to operational levels of work, having significance to areas of work. Rules and procedures are to be framed in accordance with policy guidelines.

Personnel policies serve a number of different functions. Firstly, formulation of policies may relate to the practices to be established between employers and employees. Secondly it may lead to a consistent application of rules and procedures to all employees. Thirdly such policies would assure continuity of action, irrespective of change in supervisors in any department or division.

Policies are communicated to employees through communication channels and should be administered uniformly and equitably.

Self Check Exercises

- 3) What are the different elements of personnel planning?
4) What purpose do policy guidelines serve?

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



The elements mentioned above are discussed in some detail below.

14.5.1 Estimating Manpower Requirements

With the fast changing dimensions of library and information services and with institutional mechanisms taking new forms, the problem of estimating manpower requirements is not only critical but also complex. The current and future personnel to deal with the different kinds of work and responsibilities is a blend of different educational and professional backgrounds and skills. Even in a small library or information set-up, wherein a few persons work, the different categories of services demand correspondingly different skills and knowledge. Therefore a proper estimation of manpower requirements both in terms of quantity and quality is important.

These estimates of the personnel of a library/information centre have to be based on the current activities, programmes and projects on the basis of targets to be achieved over a period time, say three to five years. The qualitative nature of persons required have to be simultaneously assessed, through techniques such as job analysis, job description and job evaluation.

14.5.2 Recruitment and Selection

Once a proper assessment of manpower requirements is made, the process of recruitment would begin. The steps are:

- 1) Obtaining sanction to filling up the vacancies from the personnel department so that the process of recruitment and selection gets the right attention and speed.
- 2) Advertisements in appropriate newspapers and/or professional journals of the types and number of posts to be filled up, with other details like conditions of employment, opportunities professional advancement, career prospects, salary structure and fringe benefits and other related aspects. All these or any group of job information, as desired by the parent organisation have to be determined. Even in small organisations, the person in charge of the library should initiate appropriate action at the right time.

The routine operations involved in recruitment and selection of persons are usually conducted by the personnel departments of the parent organisation. Screening applications to shortlist candidates for interview (if necessary, holding a written test for shortlisting), conducting personal interviews or other methods to ensure the suitability of persons for different positions, are among the steps for recruitment and selection.

In doing this work, the initiative has to be taken by the head of the library/information centre, even though the process of recruitment and selection are handled by the personnel department of the parent organisation. The interests of the library have to be well guarded.

14.5.3 Induction and Deployment

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



- an orientation programme, conducted usually by the personnel division of the parent organisation;
- induction into the library /information centre by the head;
- introduction to the various sections/units/divisions of the library information centre; and
- introduction to the work that the person is assigned by the head of the unit.

An orientation programme is an informal introduction to the organisation in terms of the organisation's goals and objectives, its organisational set up, discipline, employee benefits, salary schedules, health and safety provisions, attendance, leave rules, holidays, grievance procedures, hours of work, lunch and coffee break, telephone facilities and such others that are not commonly known to a newcomer when the person joins a new organisation.

The head of the library gives a full picture of the library with reference to the library's role vis-à-vis the parent organisation, structural organisation of the library, the section to which the person has been posted with its nature of work, etc.. It is also important to get introduced to the other staff of the library.

The person under whom the new recruit has to work has to explain the nature of the job to be assigned to the person with particular reference to the nature of practices and routines established in the library.

This kind of 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. These initial efforts ensure a greater chance of getting the best from the individual. They also ensure that he stays in the organisation.

Self Check Exercise

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

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

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

.....

14.5.4 Development of Knowledge and Skills

Training and development of personnel to acquire higher and new skills is to build up the capacity and ability of the employees to attune themselves to the changing requirements of the library.

These may include, among others:

orientation courses to give new entrants an exposure and acclimatisation to the work, environment and persons;

in-service training programmes are meant to give junior persons an opportunity to pick up practical skills in a particular unit;

workshops in specific areas to middle level technical staff to enable them to 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; and

continuing education programmes to, groups to enable them know current trends and advances in their particular areas of work.

In planning training programmes the following points need care and attention:

- 1) Need for training identification of areas of training and number of persons to be trained in a time frame,



- 2) Assessment of training programmes, internal as well as external to decides which one would fulfil the needs of the library and staff,
- 3) The quality of the training programmes,
- 4) Evaluation of candidates who have undergone the training,
- 5) Every area of training requirements needs to be considered, viz., administrative, financial, professional and others.

Self Check Exercise

- 6) State the different points that attention in training and development programmes.

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

14.5.5 Performance Assessment, Counselling and Coaching

Performance assessment is a systematic evaluation of an individual employee's job-related strengths and weaknesses. The assessment of performance has to be done against accepted standards.

The substance of performance assessment is that all work in a library/information centre 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 performances, etc. Persons who need proper guidance and advise to improve their output and quality also have to be identified and that ordered new area/intensive has to be planned and given. The general aim is to find avenues to improve the overall performance of all employees. Such evaluation is useful to identify areas of intensive training to be given to those who need such improvement facilities. It is easy to condemn an employee for his/her poor performance but no one is unfit for every work. It is the supervisor's responsibility and duty to see where that person would fit best if he/she is given proper guidance, training and motivation.

Self Check Exercise

- 7) What do you understand by performance appraisal? How does it help organisations to achieve its goals?

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

14.5.6 Communication

A communication system in an oraganisation serves to supplement and complement training programmes for staff. Together these two provide the synergetic effect in building up staff strength, capabilities, behaviour and professional quality. Communication may help personnel development through –



- Organisational culture, viz., values, ideas and practices in establishing a societal relationship. This notion ethical values builds a behavioral pattern among employees that is called organisational culture. This culture is meant to promote adherence to a set of - do's and don'ts and not concern does any concrete methods and techniques but may serve to guide and structure concrete action.
- Periodic meetings of employees to discuss a common interest, to achieve some purpose or goal. This is a healthy way to cultivate organisational behaviour. The constitution of different committees for different purposes ensures staff participation in planning, decision making, problem solving, performance appraisal and other areas. Handled effectively and efficiently, meetings will result in creative thinking, multiple thought input, enhanced group cohesiveness, cooperation and communication leading to better decision making and problem solving.
- Written words which include annual reports, periodic reports at shorter intervals, reports on special issues. These provide opportunities for the employees to announce their achievements, if any. Internal newsletters, staff bulletins and others are good communication media to keep everyone in the organisation properly informed about the programmes and activities of the organisation
- Quality Circles (QC) which is the current method of opening up news channels of communication in participative management is an important means of communication. QCs are small groups of employees who normally work together, meeting regularly to agree upon ways of improving quality, productivity and other aspects of their day to day working arrangements. These kinds meetings are encouraged by management as a healthy means to improve work quality.

Self Check Exercise

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

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

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

.....

14.6 PERSONNEL PLANNING FOR LIBRARIES AND INFORMATION CENTRES IN INDIA

Most of the libraries/information centres in India are functioning as constituents of various institutional complexes like R & D establishments, Universities, Government departments and agencies, Public/Private industrial undertakings and so on. Therefore, the general planning and policies governing the parent bodies are also applicable to all their constituents, keeping in view their special requirements. 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. Besides, various compulsions - like IT applications, funds crunch, volume and variety of information, increasing demand for information consequent on the widening user groups, the emerging information business and marketing of information products and services, and emphasis on quality, etc., - are driving information institutions to restructure their management strategies and operational structures.

A design methodology for personnel planning in the changing context would have to be based on broad goals that would keep users and their information needs at the centre, building up information collections and stocks relevant and appropriate to users needs, with



the provision for access and availability of information irrespective of their location using IT facilities, and for innovative user services. The steps in personnel planning would constitute the following:

- establishing result oriented recruitment procedures;
- inducting newly recruited staff appropriately;
- enhancing staff skills through training;
- ensuring quality products and services,
- evaluating results at periodic intervals;
- estimating personnel needs for the present and future; and
- returning the organisation at proper intervals.

Self Check Exercise

9) Enumerate the steps involved in personnel planning.

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

.....

14.7 SUMMARY

This Unit deals with the following aspects of personnel planning:

- Definition of personnel planning, its nature and scope.
- Explanation of the need for personnel planning, especially in the changing context of information institutions.
- Description of the different aspects of personnel planning that includes estimating manpower requirements, recruitment and selection, induction and deployment of new staff in appropriate places, developing skills and capability of staff, performance appraisal and finally retuning the organisation's contributions in terms of goals and objectives.
- Policy guidelines for personnel planning.
- The relevance of personnel planning in the Indian context.

14.8 ANSWERS TO SELF CHECK EXERCISES

- 1) Personnel planning is the process of assembling adequate number and quality of staff for an organisation through the procedures of estimating manpower needs, recruitment and selection; induction and placement of the new entrants in appropriate positions, upscaling their skills and abilities during their tenure of office, evaluation of the work accomplished by them and retuning the organisation.
- 2) Human resources being the most vital of all resources in an organisation; planning to get the right persons both in terms quantity and quality is an essential process. In the changing context of library and information institutions, the type and quality of persons to be assembled-to carry out the different task has to be done with great thought and attention.

To accomplish this task, a planned method is necessary.

- 3) Estimating manpower requirements quantitatively and qualitatively.
 Recruitment and selection of persons.
 Induction and deployment.
 Development of personal knowledge and skills.



- Performance assessment, counselling and coaching.
Communication.
- 4) Personnel policy guidelines serve a number of different functions. Firstly, formulation of policies may relate to- the practices to be established between employers and employees. Secondly, it may lead to consistent application of rules and procedures to all employees. Thirdly, such policies would assure continuity of action, irrespective of change in supervisors in any department or division.
 - 5) Induction and deployment would involve the following steps:
 - an orientation programme, conducted usually by the personnel division of the parent organisation;
 - induction into the library /information centre by the head;
 - introduction with the staff of different units/sections/Divisions; and
 - introduction to the work that the person is assigned by the head of the unit.
 - 6) In planning training programmes, the following points need care and attention:
 - Need for training; identification of areas of training and number of persons to be trained in a time frame.
 - Assessment of training programmes, internal as well as external, to decide which one would meet the needs of the library and staff.
 - The quality of the training programmes.
 - Evaluation of candidates who have undergone the training.
 - Every area of training requirements needs to be considered, viz. administrative, financial, professional and others.
 - 7) Performance appraisal is the systematic evaluation of an individual employee's job-related strengths and weaknesses. Such appraisals of performances of personnel helps the management in identifying the best workers and deploy them to achieve tangible results. This could set a standard for promotion policies and for-awarding other incentives for the best performance. If done judiciously with acceptable measurement scales for assessing performance, it could be a positive factor contributing to achievement the goals and objectives of an organisation.
 - 8) Communication programmes in an organisation will include among others, the following:
 - Promotion of organisational culture.
 - Oral communication formally and informally among staff and employers.
 - Written communication through news bulletins, periodical reports, etc.
 - Promoting Quality Circles and encouraging such meetings and staff participation in improving the quality of products and services.
 - 9) The steps involved in personnel planning would include the following:
 - Estimating personnel needs for the present and future.
 - Establishing result oriented recruitment procedures.
 - Inducting newly recruited staff appropriately.
 - Enhancement of staff skills through training.
 - Ensuring quality products and services.
 - Evaluating results at periodic intervals.
 - Returning the organisation at proper intervals.

14.9 KEY WORDS

| | | |
|----------------------|---|---|
| Communication | : | Interpersonal communication between the management and employees as well as among the employees through various mechanisms. |
| Deployment | : | Posting persons in appropriate places in the organisation. |
| Induction | : | Process of introducing new entrants into the organization. |



- Organisational Culture** : Process of generating values, ideas and practices at different levels of work in an organisation.
- Performance Appraisal** : Assessment of work accomplished by employees to determine their contributions, strengths and weaknesses.
- Personnel Planning** : Process that helps organisations to assemble adequate number and quality 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 applicants for a job through suitable methods and choosing the list from among them.

14.10 REFERENCES AND FURTHER READING

Bryson, d (1990). *Effective Library and Information Centre Management*. Aldershot: Gower Publishing:

IGNOU.(1994): Scholl of Social Sciences. MLIS -05 Units 9 & 10. *Personnel Management*.

Stueart, Robert 13: and Moran Barbara, B. (1987). *Library Management*. 1rd ed. Littleton, Col.: Libraries Unlimited.

Thomas, George F. (1988). *Textbook of Human Resource Management*. London: Institute of Personnel Management.