Human Resource Planning: Implementation Strategy

Dr. Kiran Rupakhetee

Section Chief, Child Protection and Development Section, MoWCSW

National Coordinator, SAIEVAC
Presentation Plan

• **Segment I:** Understanding Basic Terms
  – Management and HRM
  – HRP and its different dimensions

• **Segment II:** Implementation Strategy of HRP: (Theoretical Perspective)

• **Segment III:** Implementation of HRP in the Nepalese Perspective

• Conclusion
How many faces...?
Segment I: Understanding Basic Terminologies
Management

• Management involves *setting goals* and *allocating scarce resources* to achieve them.

• Management is the *process* of *efficiently achieving* the *objectives* of the *organization* with and through *people*.

• It refers to "*the process of efficiently completing activities* with and through other *people*" (DeCenzo and Robins, 2008).
HRM

- The process of hiring and developing employees so that they become more valuable to the organization.

- Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

- Examples of core qualities of HR management are extensive knowledge of the industry, leadership, and effective negotiation skills. Formerly called personnel management.

Source: http://www.businessdictionary.com/definition/human-resource-
HRM refers to the practices and policies somebody need to carry out the personnel aspects of his/her management job, specifically acquiring, training, appraising, rewarding, and providing a safe, ethical, and fair environment for his/her company's employees (Dessler, 2009).
Aspects to be Studied Under HRM

- Conducting job analyses (determining the nature of each employee's job)
- Planning labor/human resources needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees
- Appraising performance
- Managing wages and salaries (how to compensate employees)
- Providing incentives and benefits
- Communicating (interviewing, counseling, disciplining)
- Training and developing current employees
- Building employees commitment
Components of a HRM System
HRM has four basic functions:

- Staffing
- Training and development
- Motivation
- Maintenance

Hiring people, preparing them, stimulating them, and keeping them to ensure organization keep going with efficiency and in a productive way.
Objectives of HRM

- Personal Objectives
- Functional Objectives
- Organisational Objectives
- Societal Objectives
Concept of HRP

• It is a process by which managers ensure that they have the right number and kinds of people in the right places, and at the right times, who are capable of effectively and efficiently performing their tasks aiming at attaining organizational strategic objectives.

• Therefore HRP can not exist in isolation.

• It must be linked to the organization's overall strategy.

• It is one of the most important elements in a successful resource management program.

• It helps avoid sudden talent shortages and surpluses.
HR Planning in Experts’ Eyes

“…strategy for the acquisition, utilisation, improvement and preservation of an organisation’s human resources”

(Department of Employment 1974)
(cited by Bratton and Gold, 2003, p194)

“…the process for identifying an organisation’s current and future human resource requirements, developing and implementing plans to meet these requirements and monitoring their overall effectiveness”

(Beardwell and Claydon, 2007, p159)
Dimensions of HRP

- **Human resource planning (HR planning):**
  - How organizations assess the future supply of, and demand for human resources
  - Provides mechanisms to eliminate gaps that may exist between supply and demand
  - Requires readjustment as labor market conditions change
The types of people employed and the tasks they perform determine the kind of planning necessary:

- HR planning is critical for implementation of the organization’s strategic plan.
- HR policies have direct effects on profitability.

Strategic human resource management (SHRM) means acknowledging that HR policies/practices have critical links to an organization’s overall strategy.
Effective HR Planning ensures that:

- Available talent is **correctly deployed**
- Labour costs are **controlled**
- Employee numbers are **appropriate**
- Productivity is **improved**
- Talented employees are **retained**
Importance of HRP

• Create a talent pool
• Prepare people for future
• Cope with organizational changes
• Cut costs
• Help succession planning
The Human Resource Management Process

HRP Implementation also refers to implementation of each step.
ORGANISATIONAL STRATEGY AND HRP

Organisational strategy

Retrenchment strategy
- Downsizing
- Business sale
- Shut down

Stability strategy
- Maintain status quo

Growth strategy
- Internally generated growth
- Acquisitions, mergers or joint ventures

HR planning
- Determine number and types of jobs to be filled.
- Match human resource availability with job openings.

Approaches to HRP

• The most reasonable approach to human resource planning begins with acquiring knowledge of the human resources function: recruitment and selection, training and development, employee relations, workplace safety, and compensation and benefits.

• Organizational goals should include attention to all aspects of the human resources planning process.
Human Resource Forecasting

• Process of projecting the organization’s future HR needs (demand) and how it will meet those needs (supply) under a given set of assumptions about the organization’s policies and the environmental conditions in which it operates.

• Without forecasting cannot assess the disparity between supply and demand nor how effective an HR program is in reducing the disparity.
Forecasting as a Part of HRP

DEMAND FORECASTING

Determine organizational objectives

Demand forecast for each objective

Aggregate demand forecast

Does aggregate supply meet aggregate demand?

Yes

Go to feasibility analysis steps

No

SUPPLY FORECASTING

Choose human resource programs

Internal programs
- Promotion
- Transfer
- Career planning
- Training
- Turnover control

External programs
- Recruiting
- External selection
- Executive exchange

Internal supply forecast

External supply forecast

Aggregate supply forecast

No
Steps in HR planning:

- Assessing current human resources
- Assessing future needs for human resources
- Developing a program to meet those future needs
• This work begins by developing a profile of the organization's current employees.

• The internal analysis includes information about the workers and the skills they currently possess.

• Compilation of all these information forms a Human Resource Inventory.
Human Resources Planning Process (Contd..)
Assessing Current Human Resources/Human Resource Inventory (Contd..)

• **Inventory report** includes a complete list of all employees by name, education, training, prior employment, current position, performance ratings, salary level, languages spoken, capabilities, and specialized skills.

• The **inventory** serves as a guide for supporting new organizational pursuits or in altering the organization's strategic direction.

• The inventory is valuable in determining what skills are currently available in the organization.

• The inventory report has usefulness in other HRM activities, namely selecting individual for training and development, promotion, and transfers.

• It provides crucial information for identifying current or future threats to the organization's ability to successfully meet its goals.
Human Resources Planning Process (Contd..)

HR Information System (HRIS)

• HRIS is a computerized system that assists in the processing of HRM information
• HRIS is desirable to assist in the HR inventory.
• HRIS is a database system that keep important information about employees in a central and accessible location - even information on the global workforce.
• Its technical potential permits the organization to track most information about employees and jobs and to retrieve that information when needed.
• Its importance is growing simply because management needs timely information on its people.
• It is useful also for providing data support for compensation and benefits programs as well as providing a necessary link to corporate payroll.
Drudgery of Women Need to be Reduced
Segment II: Implementation
Strategy of HRP: Theoretical Perspective
Theoretical Perspective of HRP Implementation Strategy

• There are abundant literature on Implementation Strategy of HRP.

• According to Elvire Mireille Nathalieter Stege (2014) in his work “Implementing Strategic Human Resource Planning”, there are different factors that led to successful implementation of HRP:
  – According to him, Implementation of HRP can be considered as innovation
  – The major factors that determine success are: Culture, financial means, leadership, time to complete the innovation, amount of employees necessary, and the role of the stakeholders.
Strategy Suggested

- Elvire Mireille Nathalieter Stege (2014) has recommended the following strategies to adopt to ensure effective implementation of HRP:

  - Encourage motivation and acceptance by employees to let them make the right decisions and deal with the change process.
  - Grab employees’ attention to create cooperation.
  - Share information on all involved hierarchical levels of the organization.
  - Create a risk-free environment where employees can give their opinions.
  - Make employees adopt SHRP in an early stage to create routinization and low resistance.
  - Establish a long-term orientation towards the results of SHRP.
  - Keep managerial patience to avoid short-term disappointment.
  - Play the role of chief architect or change agent.
  - Show managerial dedication.
  - Learn to work with resistance to change, through active participation and communication to create commitment.
  - Work closely together with the HRM department.
1. **Involvement and motivation**
   - Having knowledge on innovation / go into details
   - Having positive image on characteristics innovation
   - Endorse necessity innovation and moment of implementation
   - Gather information on funds
   - Gauge MT’s opinions

2. **Communication**
   - Attend presentation(s)
   - Inform employees/managers
   - Share information with MT / personnel department / interMaction
   - Assist/support consultation body/project group

3. **Role division**
   - Create a risk-free environment
   - Work together/communicate with:
     - Personnel department
     - Employees
     - interMaction

4. **Resistance to change**
   - Exploit resistance to change
   - Counsel employees to create acceptance and motivation
   - Keep employees involved to create cooperation

---

**Source:** Elvire Mireille Nathalie ter Stege (2014) - "Implementing Strategic Human Resource Planning"
Southern University Model for Implementation

• According to Strategic Planning Handbook and Managers Implementation Tools, prepared by Southern University at New Orleans (2006-2011, “implementation describes the concrete measures that translate strategic intent into actions that produce results”)

• It also believes “UNLESS EMPLOYEES HAVE REAL INCENTIVES TO IMPLEMENT THE STRATEGY, THEY WILL NOT COMMIT TO IT, AND THE STRATEGY WILL PROBABLY FAIL”. 
### Difference between Strategy Creation and Strategy Implementation

<table>
<thead>
<tr>
<th>Strategy Creation</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis and planning</td>
<td>Execution</td>
</tr>
<tr>
<td>Thinking</td>
<td>Doing</td>
</tr>
<tr>
<td><strong>Initiate</strong></td>
<td><strong>Follow through</strong></td>
</tr>
<tr>
<td>At the top</td>
<td>Top-to-bottom</td>
</tr>
<tr>
<td>Entrepreneurial</td>
<td>Operational</td>
</tr>
<tr>
<td>Goal-setting</td>
<td>Goal-achieving</td>
</tr>
</tbody>
</table>

SOURCE:

<table>
<thead>
<tr>
<th>People</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our people have the necessary skills to make the strategy work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They support the strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Their attitudes are aligned with the strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They have the resources they need to be successful</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incentives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our rewards system is aligned with the strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Everyone has performance goals aligned with the strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Units are optimally organized to support the strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supportive activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The many things we do around here – customer service, teach, operations, etc. – support the strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our culture and strategy are well matched</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

It's not strategy/plan per se but implementation is important

- A good strategy alone does not guarantee success.
- Proper implementation is necessary.
- However, a good strategic plan is a mandatory start.
- Need to establish structural & administrative mechanisms.
Dimensions of Implementation

- HRPI is a rigorous process of transforming the plan / strategy into action
- This transformation involves detailed planning
  - And effective communication with implementers (internal buy-ins),
  - Plus organizing resources, providing leadership, and controlling the process
• Putting our grand plan/blue print into action to ensure that we competitively get where we want to be (strategic direction)
• Executing the chosen strategy (s) through putting its tactics (actionable steps / competitive activities) into action
• The main direction is provided by top management, but
• Implementation filters through lower levels
• Some situations demand lower level strategies, as follows:
  – Corporate level strategy
  – Business level strategy
  – Functional level strategy
Stages of Implementation

1. Successful implementation is spearheaded by top management

2. Every strategy to be implemented has
   a) its unique strategic window
   b) Its own requirements / changes

3. Need for commitment from implementers / goal contract

4. Some implementation is actually outsourced from those with better value-adding core competences

5. Planning for strategy implementation is usually ignored due to that excitement after choosing strategy
Following Questions Need to be Implemented

- **What** activities are to be done
- **When** they will be done (Timing)
- **Who** will do them (Persons responsible)
- **What** resources will be required
- **What** will be the performance indicators
  - Objectively verifiable indicators (OVIs)
  - Means of verification / evaluation
  - Key Result Areas (quantitive and qualitative indicators)
Implementation process

• Communicate / clarify of the goals, objectives and strategies (at different levels of hierarchy)
• Determine the key managerial & operational tasks to be performed
• Assign tasks to the various departments and their managers
Implementation Process (Cont'd..)

- Delegate authority to match responsibility
- Budget and allocate resources to the implementing divisions / departments / sections
- Formulate and state policies, work plans, procedures, and the models/manuals to guide the coherent set of tactics (activities) to be used
Operationalize those tactics in the strategy

Determine the necessary indicators for measuring performance (participatory styles of leadership)

Build a management information system (MIS) to provide the required accurate, adequate, and timely feedback

Establish a recognition and reward system for motivating your staff

Establish an appropriate control mechanism

Evaluate performance, ascertain gaps, provide feedback and take corrective action where necessary
Implementation Steps in a Nutshell

- Establish an Effective Implementation Team
- Finalize Project Goals & Priorities
- Establish Implementation Strategies and Scope
- Develop the Implementation Plan with a Realistic Timeline
- Emphasize Communication
- Establish Benchmarks to Measure Project Success
McKinsey 7-S frame work

For effective strategy implementation
(key success factors/pre-requisites)

• Strategy
• Structure
• Systems

• Style
• Shared values
• Staff
• Skills
ती सपना होइनन्
जो तपाईं निन्दामा देख्नुहुन्छ,
सपना तै ती हुन्
जसले तपाईंलाई निदाउन दिँदैनन्।

राजीव अब्दुल कलाम
Segment III: Implementation of HRP in the Nepalese Perspective
International Drive for HRP in Nepal

- **Globalization and economic liberalization** that conceived in 80s
- **National level mission of transforming Nepal into developing country** by 2020; striving towards materializing MDGs by 2015 and SDGs by 2030.
- **The dominant presence of the notion of good governance, human rights, peoples empowerment, social inclusion, environmental protection and sustainable development**, NPM along with professionalism of civil service, collaboration with non-governmental and private sector.
- **Landmark change in the political and governance set up** (federal republic democratic country).
- **Predominant use of ICT in the governance** (e-governance)
- **Increasing allegation that there is over dependency of the government on development partners**, especially donors and NGOs. **Government’s policies and interventions are said to be donor driven.**
Globalization

Your car is German. Your vodka is Russian. Your pizza is Italian. Your kebab is Turkish. Your democracy is Greek. Your coffee is Brazilian. Your movies are American. Your tea is Tamil. Your shirt is Indian. Your oil is Saudi Arabian. Your electronics are Chinese. Your numbers Arabic, your letters Latin. And you complain that your neighbor is an immigrant? Pull yourself together.
Why HRP in Nepal?

• There is no integrated HR Plan in Nepal. However, sector specific HRPs does exist.

• Recent devastating earthquake has caused massive damage in Nepal. Recovery and reconstruction demands ever qualified, efficient and productive human resources.

• This is possible only through proper HRP.
Why HRP in Nepal?(Contd..)

- Through HRP there is a need to make Nepalese Civil Service:
  - Dynamic; performing; competitive; professional; responsive to people; able to deliver service to the people;
  - To convert civil service into development oriented civil service
  - To reform civil service from strategic, organizational, system led and attitudinal and behavioral perspective.
Reasons for not having HRP in Nepal

- Absence of long term vision on human resource development
- Absence of institutional structure/robust institution that take lead role in the planning and implementation of human resource development
- Insufficient practice of allocating funds and setting up of programs on the basis of priorities.
- Human resources development is not prioritized and felt need
- The agenda is not taken positively and there is inadequate motivation and confidence among government officials in the implementation of HRD agenda.
Implementation Strategy

- HRP must be doable, implementable and reasonable to address the growing need of the country.

- Specific strategy must include:
  - Strategic HR Plan in each sector
  - Reform HRD process; structure and procedure
  - Modernization of system of HRD through use of ICT to the extent possible and innovation
  - Enhancement of professionalism of civil service
Implementation Strategy does not work in isolation

- Prerequisites for successful implementation of HRP
  - Enhance motivation of civil servant
  - Enhance professionalism of civil servants
  - Performance based work culture
  - Predicted career planning in civil service
  - Institutional strengthening of HRD
Key to motivation and Institutional Strengthening

If you salute your duty, you need not salute anybody. But if you pollute your duty, you have to salute everybody.

Dr. A. P. J. Abdul Kalam
• Political commitment and ownership to create favorable environment for the effective implementation of HRP

• HRP should be included in the governance and development priority of the country.

• Public advocacy and interaction with stakeholders to garner their support and cooperation.
• Develop Implementation mechanism both at macro and micro level:
  – Develop strategic plan and then after implementation plan based on that strategic plan
  – Create a high powered specialized agency designated for implementation of HRP
  – Capacity enhancement of training imparting organizations through their physical infrastructure development and professional enrichment
Develop Implementation mechanism both at macro and micro level (Contd)..

- Legal arrangement as per the demand of HRP
- Development of programs and financial arrangements for their implementation
- Training for those who are made responsible for the implementation
- Performance based incentive mechanism
Ways for the Effective Implementation of HRP

• Referring the case of Service Centre at the local level and also based on the experiences of other service delivery units of the government at local level, they are grossly unable to perform up to the mark. The major reason behind their inability is related to human resources. They are:
  • Inadequacy of technical and managerial human resources both in terms of quality and quantity;
  • Lack of systems which incentivize on the basis of performance;
  • Inequitable distribution of opportunities including career progression; and
  • Professional insecurity

Successful implementation of HRP demands effective response of these shortcomings
Ways for the Effective Implementation of HRP (Contd..)

• Problems that exist within different training institutions of the Government of Nepal needs to be addressed. They are:
  – Absence of integrated and unified strategic plan;
  – Inadequate coordination and programmatic collaboration among training institutions;
  – Absence of Specialized physical infrastructure;
  – Some of the institutes are gripped by the absence of qualified instructors
  – Inadequate incentive mechanisms to motivate instructors
  – There is a lack of feedback system to tie up performance of the employee in the training with his official responsibilities.
HRD and Organizational Development should go hand in hand to implement HRP

- MOGA should be converted into Human Resources Development Ministry
- Establishment of separate designated unit in each ministry, which are administering the related cadre and other Central level offices for the purpose of HRD
- Infrastructural development of all training institutions along with their modernization with the help of ICT.
Pivotal Role of motivated HRs in Implementation

- Performance contract based salary and incentive mechanism
- **Ensuring proper environment at offices** which are responsible to provide services to the common people.
- Reward and punishment system based on performance evaluation
- Succession planning in all level
- **Cadre sub-system within Administrative Group/ or Cadres Systems for the specialization within bureaucracy.**
Summarized Version of HRP Implementation in the Nepalese Perspective

- Absence of integrated human resource planning
- Planning process is in the nascent stage; it is yet to fulfill the basic conditions for effective planning.
- Whatever, plans do exist they are fragmented, sector specific and are not implemented in coordinated maner.
- Detail data on existing profile of human resources is lacking
- There are no specialized HRP units in sectoral ministries
HRP in the Nepalese Perspective (Contd..)

- **CPA is uninformed on the HR need of the country.**

- Need for HRP as a continuing exercise is yet to be felt and practiced.

- Respective sectoral ministries have attempted to forecast manpower needs based on plan statements which give generic directions. It appears that there are guess estimates based on insights and experience. Those needs are not linked with national level plans and policies and their probable implementation.

- How many of what types of personnel and what skills would the country need in the various sectors of the economy over next 5 to 10 years can hardly be answered in the absence of detailed skill-wise supply or demand statistics.
• This has to be linked to the needs, knowledge and skills required in different fields because of fast changing economic and technological environment in the country.

• HRP requires long-range and short-range analysis, sectoral analysis based on plan objectives and technology forecasts, and above all formulation of alternative strategies for human resources development.
HRP in the Nepalese Perspective (Contd..)

• Currently, the human resource management activity in Nepal is performed by three agencies of the government

• The public service commission is basically responsible for recruitment, and promotion.

• The Ministry of General Administration works as a CPA-make its involvement from R to R.
  – It maintains statistics and Personnel Records through PIS
  – It is responsible for appointments, placement, promotion, transfer and disciplinary control
  – It is responsible for administrative reforms, extension of O&M services to Ministries, and ensuring Training and Development.

• Other concerned ministries are responsible for the administration of their employees.
Conclusion

• Human Resource Development Plan should be considered as prioritized domain of National Development Strategy.

• Once HRP is there, it needs to be implemented through strategies which ensure people’s participation, resource supply and deployment of human resources.

• Motivation of implementers in this process need to be ensured.
Keep on Trying

Ultimately Efforts Lead to Success
*If you fail, never give up because F.A.I.L. means "First Attempt In Learning"
*End is not the end, in fact E.N.D. means "Effort Never Dies"
*If you get No as an answer, remember N.O. means "Next Opportunity"

So let's be positive

---

Dr. A.P.J. Abdul Kalam of www.facebook.com/feeloflife
Success Formula-

* Never Be Late
* Live Simple
* Expect Little
* Work More
* Smile Always
* Think Positive
* Don't Argue
* Be Confident
Thanks for your attentiveness

For suggestions and feedback:
Kiran.rupakhetee@hotmail.com