

**AN ANALYSIS OF HUMAN RESOURCE PLANNING AND ITS
EFFECT ON ORGANISATIONAL EFFECTIVENESS – A CASE
STUDY OF INFORMATION SERVICES DEPARTMENT,
ACCRA OFFICE**

BY

**Yaw Opoku-Mensah B.A. Banking
with Economics and Law.(Hons.)**

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Student Name & ID
Signature
Date

Supervisor's Name	Signature	Date
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Head of Dept. Name	Signature	Date

DEDICATION

I dedicate this work to the Almighty God, my treasured wife, Mrs. Felicity Opoku-Mensah, my cherished children, Mr. Kofi Opoku-Mensah and Ms. Abena Serwaa Opoku-Mensah, my father, Mr. Martin Mensah, my mother, Dorothy Serwaa Kobi, my mother-in-law, Diana Obeng, my uncle, George Kofi Boamah and my entire family for their timeless effort, support and prayers for me throughout my education.



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ABSTRACT

The study was to examine the effectiveness of Human Resource Planning (HRP) and its effect at Information Services Department (ISD). The study which contains the research design, research population, sample and sampling procedure and data gathering instruments. It also sought to find out whether there are HRP policies and practices in the ISD; to establish whether the Human Resource Planning practices and procedures within ISD are functioning effectively; and to find out the challenges of the provision of a framework to guide the implementation of HRP in the ISD. The results of the study reveal that most of the ISD staff do not have in-depth knowledge on Human Resource Planning, thus it is not well practiced by the senior officers. The study concludes with the organization being proactive in recruiting and retaining employees. A recommendation for Information Services Department towards an effective Human Resource Planning for the organisation.

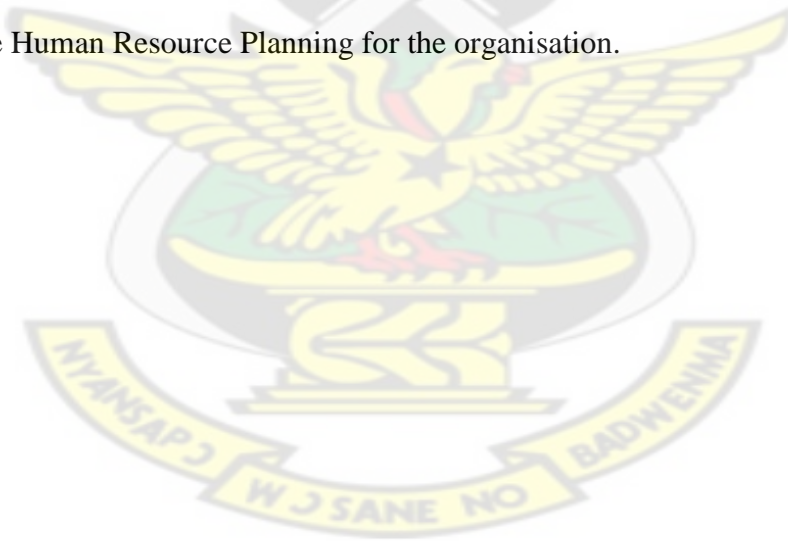


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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the study

Although people's understanding of Human Resource Planning (HRP) differs, the general objective is how to use scarce talents in an effective way in the interest of work and organisation. Human Resource Planning may be seen in its entirety as an effort to anticipate the future of the organisation and to provide personnel to fulfil that organisation and to satisfy customer's demands.

According to Bulla and Scott (1994,p.66) as 'the process of ensuring that human resource requirements of an organisation are identified and plans are made for satisfying those requirements'. This view suggests several specific, interrelations activities that together constitute HRP which include personnel inventory, human resource process, action plan, control and evaluation.

Human Resource Planning is also the personnel process that attempt to provide adequate HR to achieve future organisational objectives. It includes forecasting future needs for employees of various types, comparing these needs with the present workforce and determining the numbers and types of employees to be recruited or phased out of the organisation's employment group.

"Human resource planning is the system of matching the supply of people, internally (existing employees) and externally (those to be hired and searched for) with over a given time frame" (Watters cited in Byars & Rue, 1991). Human resource planning has two objectives; the optimum utilization of

currently employed human resources and providing future HR needs in the areas of skills and numbers (Harvey & Bowin, 1996).

HRP will enhance the process of decision making, encourage open discussion, bringing the right people together around the right questions, resolving conflicts among strong technical professionals, and managing emotional ups and downs of employees of the organisation.

Schein (1976,p.3) noted that, the more complex organizations become, the more they will be vulnerable to human error. They will not necessarily employ more people, but they will employ more sophisticated highly trained people both in managerial and in individual contributor, staff roles. The price of low motivation, turnover, poor productivity, sabotage, and intra-organizational conflict will be higher in such an organization. Therefore it will become a matter of economic necessity to practice effective human resource planning at Information Services Department.

1.2 Statement of the Problem

Human resource has been considered or described by many human resource writers as the most valuable resource of an organisation. Despite the complex nature of human beings, which is their personality, character and the ability to achieve goals, people differ in all aspects.

People are in constant demand, but, cannot be easily replaced by technology or moved around like finance. Again, the Human Resource Planning is

underpinned by Government's priorities to provide tangible improvements in services to citizens and to build strong, interconnected and sustainable communities. A systematic approach to human resource planning is needed to ensure that the public service is made up of the right people, in the right place, at the right time to deliver high quality, value for money services in partnership with communities, all the time.

Like many other parts of the world, organisations in Ghana of which Information Services Department is no exception, are facing looming challenges in attracting and retaining skilled and valuable employees to meet changing service delivery needs. Together with rapid advances in communication technology, these factors are already having a profound effect on what and how services are provided, to whom, and at what cost. This has made the need for effective planning of the organisation's most valuable asset.

The issue of Human Resource Planning raises series of questions. For instance, how effective is Human Resource Planning policies and practices in the Information Services Department? How do they address human capital challenges that hamper the execution of service delivery initiatives and interventions at the Information Services Department? How effective is the Human Resource Planning practices and procedures at the Information Services Department?

It is against this background, that this researcher seeks to analyse the Human Resource Planning and its effect on the Information Services Department.

1.3 Objective of the Study

The main objective of the study was to examine the effectiveness of Human Resource Planning and its effect on the Information Services Department.

The specific objectives of the study were:

- To find out whether there are HRP policies and practices in the Information Services Department.
- To establish whether the Human Resource Planning practices and procedures within Information Services Department are functioning effectively.
- To find out the challenges of the provision of a framework to guide the implementation of HRP in the ISD.

1.4 Question

- How effective is Human Resource Planning (HRP) policies and practices in Information Services Department (ISD)?
- How effective is Human Resource Planning practices and procedures within ISD and are functioning effectively?
- What challenges are hindering the implementation of HRP in the Information Services Department?

1.5 Significance of the study

The research will be valuable reference material for students, organisations and other interested persons who may want to undertake similar study. Recommendations made by the study would enable organisation to have more

insights on the need to shift from ad hoc planning to more systematic and scientific based planning of their human resources. Finally, it would enable ISD to appreciate the effectiveness of Human Resource Planning on the organisation.

1.6 Brief Methodology

The researcher adopted the descriptive research design that focus on in-depth description of the Human Resource Planning practices and procedures, roles and responsibilities of key units in HRP processes at the Department. The staffing of the Department head office Accra, constitute the population for the study. A representative sample size was determined and selected from the population for the study.

Both primary and secondary data were collected and analysed. Primary data were collected basically from the interviews with selected respondents. Secondary data were also be collected from both published and unpublished reports of the department, books, and journals among other studies done on the subject matter. The study also used both qualitative and quantitative data for its analysis.

1.7 Scope and limitation of the Study

The scope of the study will be limited to Information Services Department head office in Accra. The headquarters of the Department has the mandate for the centralised Human Resource Planning in the entire establishment, despite the

fact that the Department has decentralised units at Regional and Metropolitan/Municipal/District levels across the country.

It is anticipated that a couple of factors may limit the credibility for future use of this work and render it less appropriate in making general conclusions. The study focusing on only one public sector organisation may not provide adequate and representative facts and empirical evidence applicable to all public sector organizations in Ghanaian. The study may not cover all aspects and dimensions of Human Resource Planning and therefore, may not be able to provide comprehensive empirical facts and evidence of HRP in organisations. Using the head office of the Information Services Department may leave vital HRP perspectives and other empirical facts and evidence from the Regional and Metropolitan/Municipal/District units of the Department.

1.8 Organisation of the Study

The study is organised into five chapters. Chapter one is the introduction, which outlines the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, methodology to be used, scope and limitations of the study and the organisation of the study.

Chapter two presented the review of various work related to the topic and discussions of concepts on the subject matter, from both published and unpublished sources, while chapter three contained the methodology in details. It also provided a brief background of the study area, Information Services Department.

Chapter four focused on the analysis, discussion and presentation of data collected for the study and finally, chapter five presented a summary of the study, drew conclusions and recommendations for the study.

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CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literatures relating to the research topic. While Human Resources Planning (HRP) is the subject area of this particular research project, the scope of this literature review is expanded to include other related topic relevant in addressing the research questions. Often business time-frames are too short to encourage good strategic planning. The best companies take the time and do it well. Human Resources Planning (HRP) is one of the most impactful aspects of business planning. Management literature is packed full of reasons why HRP is crucial to business success. Without it, there is little chance of the business having the right people at the right place at the right time doing the right work.

2.2 Human Resource Planning (HRP) Defined

According to Gould, 1984, p.31 HRP is defined as, “the strategically driven human resource function will be devoted to finding ways to help the organization gain important advantages over its competitors”. Those advantages are often described in terms of the capacity that a business has with which to pursue its objectives. “The capacity of an organization to achieve its strategic objectives is influenced by human resources in three fundamental ways: cost economics; capacity to operate effectively; capacity to undertake new enterprises and change operations” (Biles and Holmberg, 1980, p.64).

Mullins(1996) acknowledges that ‘In recent years increasingly more attention has been given to the important of planning human resources as well other economic resources such as capital, materials, machinery and equipment’.

Bulla and Scott (1994,p.66) has shown that, Human Resource Planning (HRP) as ‘the process for ensuring that the human resources requirements of an organization are identified and plans are made for satisfying those requirements’.

Human resource planning basically refers to the planning of all the various activities carried out by the human resource department or even planning how the activities of the human resource department can be executed. Some of these human resource activities are recruitment, selection, motivation, coaching, career development, empowering, and evaluations among others.

According to Mondy et al (1996) HRP is defined as a systematic analysis of HR needs in order to ensure that correct numbers of employees with the necessary skills are available when they are required.

When we prepare our planning programme, Practitioners should bear in mind that their staff members have their objective they need to achieve. This is the reason why employees seek employment. Neglecting these needs would result in poor motivation that may lead to unnecessary poor performance and even Industrial actions.

2.3 Operational Definitions of Keywords in the Working Title

The application of concepts in the research is human resource, planning and organization.

HUMAN RESOURCE: are those inherent and special traits as skills, creative abilities, experience, talents, energy, knowledge competence, belief etc. that a person possesses which are needed and put to use by a person or a group of people to achieve set goals and objectives (Stewart, 1994).

PLANNING – is the process managers use to identify and select appropriate goals and courses of action of an organization. They resultant plans that come out of planning process details the goals of the organization and specifies how they are intended to be attained. Like people, organizations can not have it all done, so in a scale of preference, they need to determine their pro-rates and concentrate their time, energy, and other resource to release their aims (Stewart, 1994).

ORGANIZATION - According to Stewart (1994) “organizations are set up to achieve purposes that individuals to achieve on their own organization they provide a means of working with others to achieve goal....like to determine by whoever is in the best position to influence them... A key characteristic of organization is their complexity”. Individuals in organization, depend on each other's effort through interactions and which enable them work to words the realization of common goal. Laid down structures however fashion out how

they relate to others. It can also be define as a group of people identified with shared interest or purposes, example business or school.

HUMAN RESOURCE PLANNING is defined as a rational approach to the effective recruitment, retention, and deployment of people within an organization including, when necessary, arrangements for dismissing staff. It is therefore concerned with the flow of people through and sometimes out of the organization. It is however not a mere numbers game but rather concerned with the optimum deployment of peoples knowledge, skill creative abilities, etc. and hence qualitative and quantitative.

Human resource planning has been defined by Denisi and Griffin(2nd Edition) as ‘the process of forecasting the supply and demand for human resources within an organization and developing action plans for aligning the two’.

2.4 Importance of Human Resource Planning

Nyamupachari conducted a research suggesting a number of important of Human Resource Planning and these are as follows:

- ❖ Planning is not as easy as one might think because it requires a concerted effort to come out with a programme that would ease your work. Commencing is complicated, but once you start and finish it you have a smile because everything moves smoothly.
- ❖ Planning is a process that have to be commenced from somewhere and completed for a purpose. It involves gathering information that would enable managers and supervisors make sound decisions. The information

obtained is also utilized to make better actions for achieving the objectives of the Organization.

- ❖ HR Planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives. Surprisingly, this aspect of HR is one of the most neglected in the HR field. When HR Planning is applied properly in the field of HR Management, it would assist to address the following questions:
 - How many staff does the Organization have?
 - What type of employees as far as skills and abilities does the Company have?
 - How should the Organization best utilize the available resources?
 - How can the Company keep its employees?
- ❖ HR planning makes the organization move and succeed in the 21st Century that we are in. Human Resources Practitioners who prepare the HR Planning programme would assist the Organization to manage its staff strategically.
- ❖ The programme does not assist the Organization only, but it will also facilitate the career planning of the employees and assist them to achieve the objectives as well. This augment motivation and the Organization would become a good place to work. HR Planning forms an important part of Management information system.
- ❖ HR have an enormous task keeping pace with the all the changes and ensuring that the right people are available to the Organization at the right time. It is changes to the composition of the workforce that force managers to pay attention to HR planning. The changes in composition of workforce

not only influence the appointment of staff, but also the methods of selection, training, compensation and motivation (Nyamupachari (n.d)).

2.5 Steps in Human Resource Planning

According to Nyamupachari (n.d) Human Resource Planning have the following steps, and are as follows:

- **Forecasting**

HR Planning requires that we gather data on the Organizational goals objectives. One should understand where the Organization wants to go and how it wants to get to that point. The needs of the employees are derived from the corporate objectives of the Organization. They stem from shorter and medium term objectives and their conversion into action budgets. Therefore, the HR Plan should have a mechanism to express planned Company strategies into planned results and budgets so that these can be converted in terms of numbers and skills required.

- **Inventory**

After knowing what human resources are required in the Organization, the next step is to take stock of the current employees in the Organization. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. Skills inventory provides valid information on professional and technical skills and other qualifications provided in the firm. It reveals what skills are immediately available when compared to the forecasted HR requirements.

○ **Audit**

We do not live in a static World and our HR resources can transform dramatically. HR inventory calls for collection of data, the HR audit requires systematic examination and analysis of this data. The Audit looks at what had occurred in the past and at present in terms of labour turn over, age and sex groupings, training costs and absence. Based on this information, one can then be able to predict what will happen to HR in the future in the Organization.

○ **HR Resource Plan**

Here we look at career Planning and HR plans. People are the greatest asserts in any Organization. The Organization is at liberty to develop its staff at full pace in the way ideally suited to their individual capacities. The main reason is that the Organization's objectives should be aligned as near as possible, or matched, in order to give optimum scope for the developing potential of its employees. Therefore, career planning may also be referred to as HR Planning or succession planning.

The questions that should concern us are:

- Are we making use of the available talent we have in the Organization, and have we made enough provision for the future?
- Are employees satisfied with our care of their growth in terms of advancing their career?
- Assignment of individuals to plan future posts enable the administration to ensure that these individuals may be suitably prepared in advance.

○ **Actioning of Plan**

There are three fundamentals necessary for this first step.

- Know where you are going.
- There must be acceptance and backing from top management for the planning.
- There must be knowledge of the available resources (i.e) financial, physical and human (Management and technical).

Once in action, the HR Plans become Corporate plans. Having been made and concurred with top management, the plans become a part of the company's long-range plan. Failure to achieve the HR Plans due to cost, or lack of knowledge, may be serious constraints on the long-range plan.

○ **Monitoring and Control**

This is the last stage of HR planning in the Organization. Once the programme has been accepted and implementation launched, it has to be controlled. HR department has to make a follow up to see what is happening in terms of the available resources. The idea is to make sure that we make use of all the available talents that are at our disposal failure of which we continue to struggle to get to the top (Nyamupachari (n.d).

2.6 Benefits of Human Resource Planning

The institute of Employment Studies, Reilly (1996,p.312) conducted a research suggesting a number of why organizations choose to engage in HRP. These reasons include the following:

- Planning for substantive reason; that is, to have a practical effect by optimizing the use of resource and/ or making them more flexible, acquiring and nurturing skills that take time to develop, identifying potential problems and minimizing the chances of making a bad decision.
- Planning because of the process benefit which involves understanding the present in order to confronts the future, challenging assumptions liberating thinking, making explicit decisions which can later be challenged, standing back and providing an overview, and ensuring that long term thinking is not driven out by short term focus.
- Planning for organizational reasons which involves communicating plans so as to obtain support/adherence to them, linking HR plans to business plans so as to influence them,(re) gaining corporate control over operating units, and coordinating and integrating organizations decision making and action (Reilly, 1996,p.312).

2.7 Tools and Techniques in Human Resource Planning

Many tools are available to assist in the HRP process. Byers and Rue (1984), in their book Human Resource Management (6th edition), state the following as the tools of Human Resource Planning.

- The skills inventory is one of the frequently used Human Resource Planning tool, a skill inventory consolidates information about the organizations human resources. It provides basic information on all employees, including in its simplest form, a list of names, certain characteristics, and skill of employees.

- The second useful tool is succession planning which identifies specific people to fill key positions throughout the organization. Under an optimal succession planning system, individuals are initially identified as candidate to move up from up after being nominated by management. Their performance appraisal data are reviewed, potentials is assessed, development program are formulated, and career paths are mapped out.
- The third tool is commitment planning (CMP), a systematic approach to HRP designed to get managers and their subordinates thinking about and involved in HRP (Byers and Rue, 1984).

2.8 A Framework for Human Resource Planning Techniques on Information Services Department (ISD)

Reilly (1996) consider the circumstances in which Human Resourcing can be used.

➤ Determining the numbers to be employed at a new location

If Information Services Department over-do the size of their workforce it will carry surplus or under-utilised staff. Alternatively, if the opposite misjudgement is made, staff may be overstretched, making it hard or impossible to meet production or service deadlines at the quality level expected. So the questions we ask are:

- How can output be improved your through understanding the interrelation between productivity, work organisation and technological development?
What does this mean for staff numbers?
- What techniques can be used to establish workforce requirements?
- Have more flexible work arrangements been considered?

- How are the staff you need to be acquired?
- The principles can be applied to any exercise to define workforce requirements, whether it be a business start-up, a relocation, or the opening of new office (Reilly, 1996).

➤ **Retaining your highly skilled staff**

Issues about retention may not have been to the fore in recent years, but all it needs is for ISD to lose key staff to realise that an understanding of the pattern of resignation is needed. Thus ISD should:

- monitor the extent of resignation
- discover the reasons for it
- establish what it is costing the organisation
- compare loss rates with other similar organisations.

Without this understanding, management may be unaware of how many good quality staff is being lost. This will cost the organisation directly through the bill for separation, recruitment and induction, but also through a loss of long-term capability.

Having understood the nature and extent of resignation steps can be taken to rectify the situation. These may be relatively cheap and simple solutions once the reasons for the departure of employees have been identified. But it will depend on whether the problem is peculiar to ISD, and whether it is concentrated in particular groups (eg by age, gender, grade or skill) (Reilly, 1996).

➤ **Managing an effective downsizing programme**

This is an all too common issue for managers. How is the workforce to be cut painlessly, while at the same time protecting the long-term interests of the organisation? A question made all the harder by the time pressures management is under, both because of business necessities and employee anxieties. HRP helps by considering:

- the sort of workforce envisaged at the end of the exercise
- the pros and cons of the different routes to get there
- how the nature and extent of wastage will change during the run-down
- the utility of retraining, redeployment and transfers
- what the appropriate recruitment levels might be.

Such an analysis can be presented to senior managers so that the cost benefit of various methods of reduction can be assessed, and the time taken to meet targets established.

If instead, the Managing Director announces on day one that there will be no compulsory redundancies and voluntary severance is open to all staff, the danger is that an unbalanced workforce will result, reflecting the take-up of the severance offer. It is often difficult and expensive to replace lost quality and experience (Reilly, 1996).

➤ **Where will the next generation of managers come from?**

Many senior managers are troubled by this issue. They have seen traditional career paths disappear. They have had to bring in senior staff from elsewhere. But they recognise that while this may have dealt with a short-term skills

shortage, it has not solved the longer term question of managerial supply: what sort, how many, and where will they come from? To address these questions you need to understand:

- the present career system (including patterns of promotion and movement, of recruitment and wastage)
- the characteristics of those who currently occupy senior positions
- the organisation's future supply of talent.

This then can be compared with future requirements, in number and type. These will of course be affected by internal structural changes and external business or political changes. Comparing your current supply to this revised demand will show surpluses and shortages which will allow you to take corrective action such as:

- recruiting to meet a shortage of those with senior management potential;
 - allowing faster promotion to fill immediate gaps;
 - developing cross functional transfers for high fliers;
 - hiring on fixed-term contracts to meet short-term skills/experience deficits;
 - and
 - reducing staff numbers to remove blockages or forthcoming surpluses
- (Reilly, 1996).

Thus appropriate recruitment, deployment and severance policies can be pursued to meet business needs. Otherwise processes are likely to be haphazard and inconsistent. The wrong sort of staff's are engaged at the wrong time on the wrong contract. It is expensive and embarrassing to put such matters right.

According to Reilly (1996), Information Services Department will adopt Human Resource Planning systems for the following reasons:

- they are responsive to change;
- where assumptions can easily be modified;
- recognise organisational fluidity around skills;
- allow flexibility in supply to be included;
- are simple to understand and use; and
- is not too time demanding.

To operate such systems effectively Information Service Department need:

- appropriate demand models;
- good monitoring and corrective action processes;
- comprehensive data about current employees and the external labour market.

2.9 How Human Resource Planning Performs Effectively to Organization Plan

According to Byers and Rue, (1984) human resource planning involves applying the basic planning process to human resource needs of the organization. To be effective, any human resource plan must be derived from the long term and operation plans of the organization. In essence, the success of the human resource planning depends largely on how closely the human resource department can integrate effective people planning with organization's business planning process ((Walker, 1990, p.229). Unfortunately, human resource planning is often tied to over-all corporate planning.

Strategic business planning seeks to identify various factors critical to the success of the organization can become better positioned and equipped to compete in the industry. To accomplish it, the planning process should provide:

- A clear statement of the organization's mission and a commitment from staff members to mission.
- An explicit statement of assumption.
- A plan of action in the light of available resources, including trained and talented people (Miller, 1989, p.127).

2.10 Need for Human Resource Planning

Factors which give rise to the need for human resource planning in almost all organization include seven, mentioned by Bowey (1974).

- The opening or closure of a section, department or site.
- Organizational growth or contraction.
- The imminent retirement of a large proportion of labour force
- The introduction of new production methods or technology.
- The redesigning of large number of jobs.
- The re-organization of department of section.
- The need for large number of employees with scarce or unused skills.

Human resource planning therefore assures the organization of qualified candidate got vacancies that may occur in key positions. It gives the organization an orderly procedure for planning transfer and promotions. It also gives a picture of the internal resources of available to the organization and it

provides the organization with the information needed to develop available talent more fully with appropriate tailored training experience.

2.11 Aims of Human Resource Planning

Michael (2006) mention that, the aims of human resource planning in any organization will largely depend on its context but in general terms, the typical might be to:

- Attract and retain the number of people required with the appropriate skills, expertise and competencies.
- Develop a well trained and flexible workforce, thus contributing to the organization's ability to adapt to an uncertain and changing environment.
- Reduce dependence on external recruitment when key skills are in short supply by formulating retention, as well s employee development strategies.
- Improve the utilization of people by introducing more flexible systems of work (Michael, 2006).

2.12 Human Resource Planning and Manpower Planning

Human resource planning is indeed concerned with broader issues about the employment of people than the traditional quantitative approaches of manpower planning. Such approaches, as Liff (2000) comments, derive from a rational top-down view of planning in which well tested quantitative techniques are applied to long term assessments of supply and demand. She notes 'there has been a shift from reconciling numbers of employees available with predictable stable jobs, towards a greater concern with skills, their development and deployment'.

2.13 Pitfalls in Human Resource Planning

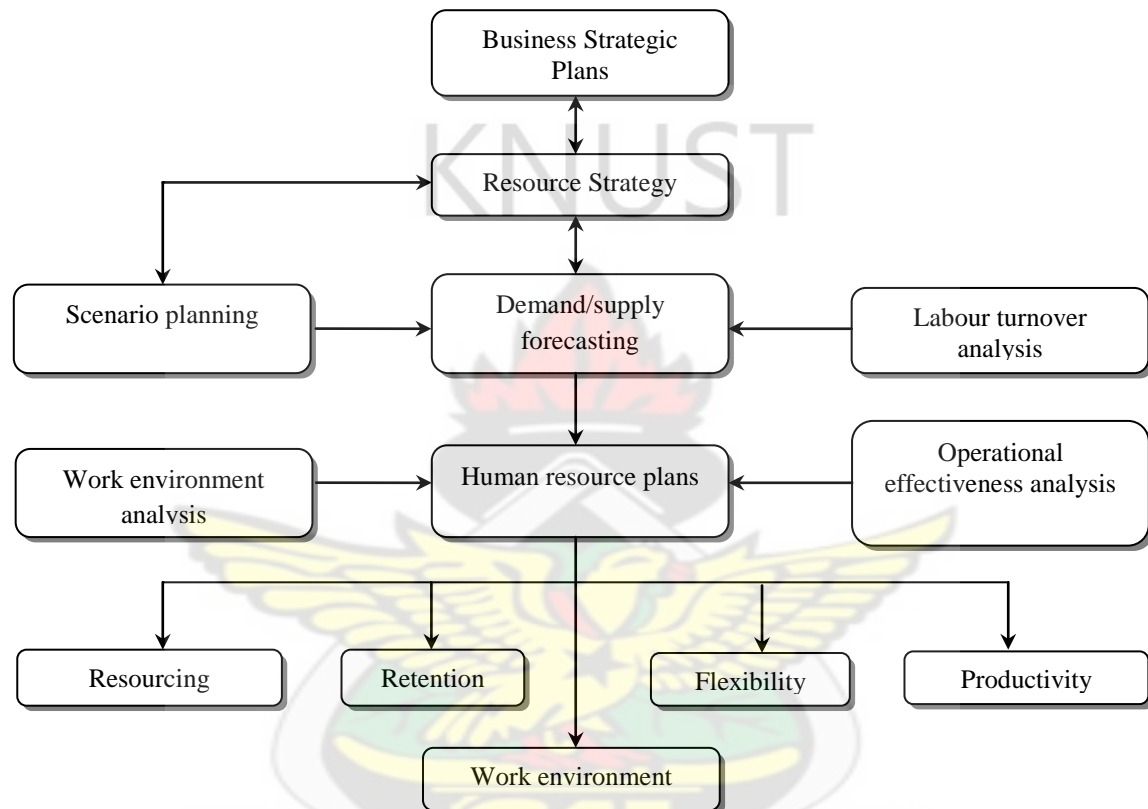
Sadly, human resource planning has not often been successful; Byars and Rue (2004, p.124) have mentioned the following as obstacles to properly execution of human resource planning, and are as follows:

- Sponsorship of top management - for human resource planning to be viable in the long run, it must have the full support of at least one influential senior executive. Such high-ranking support can ensure the necessary resources, visibility, and cooperation necessary for the success of the human resource planning programs.
- Size of initial effort - many human resource planning programs fails because of an over complicated initial effort, successful human resource planning programs start slowly and gradually expand as they meet with success.
- Coordination with the other management and HR functions - human resource planning must be coordinated with the other management and HR functions, unfortunately human resource planning specialists become absorbed in their own functions and fail to interact with others.
- Integration with organizational plan - human resource plans must be derived from organization's plans. The key here is to develop good communication channels between the organization planners and the HR planners.
- Non involvement of operation managers - human resource planning is not strictly an HR department function. Successful human resource planning requires a coordinated effort on the part of the operating managers and HR personnel (Byars and Rue, 2004).

2.14 Process of Human Resource Planning

Human resource planning process deals with the activities involve in it. The Structure and explanation below gives an overview of what goes into the planning process.

Figure 1:



Source: Michael Armstrong (2006)

- **Business strategic plans** - defining future activity levels and initiatives demanding new skills.
- **Resource strategy** - planning to archive competitive advantage by developing intellectual capital-employing more capable people than rivals, ensuring that they develop organization specific knowledge and skills, and taking steps to become an ‘employer of choice’.

- **Scenario planning** - assessing in broad terms where the organization is going in its environment and the implications for human resource requirements.
- **Demand/ Supply forecasting** - estimating the future demand for people (number and skills), and assessing the number of people likely to be available from within and outside the organization.
- **Labour turnover analysis** - analyzing actual labour turnover figures and trends as an input to supply forecasts.

2.15 The Organization Context of Human Resource Planning

Michael (2006) has shown that “the human resource takes place within the context of the organization. The extent to which it is used, and the approach adopted, will be contingent on the extent to which management recognizes that success depends on forecasting future people requirement and implementing plan to satisfy those requirement. The approach will also be affected by the degree to which it is possible to make accurate forecasts. Organizations operating in turbulent environments in future activity levels are difficult to predict may rely on ad hoc and short term measure to recruit and keep people. However, even these businesses may benefit from those aspects of human resource planning that are concerned with policies for attracting and retaining key staff”.

2.16 Conclusion

For an organization to get the right number of people to do a particular task, human resource must be forecast. Forecasting require that an organization

determines the number of future workers, with the specialized skills and ability needed over a period of time. Availability forecasting is to determine the number of needed employees the organization able to hire.

Human resource planning is crucial in organizations in the sense that, it makes the organization aware of what course of action to take, and also to be proactive in recruiting and retaining employees. Through human resource planning organizations can determine, if there will be right supply of talent in order to increase their recruiting efforts and act quickly to secure skilled and talented employees.

To better compete in the global market, organisation will need to create and implement corporate strategies to promote itself as a “preferred employer” – investing in progressive HR policies and programs with the goal of building a high-performing organization of engaged people, and fostering and creating a work environment where people want to work, not where they have to work.

Human resource planning contribute to organization success in the sense that, it ensures that an organization always have a concept of the job market and how it related to its failure. A company that refuses to engage in human resource in order to be proactive may find itself with a number of unfilled positions. I will like to conclude that, human resource planning needs a continual process to help organizations to achieve its goals, though some jobs are still in demand during downturn, securing people with highly desirable skills will always be a challenge.

CHAPTER THREE

3.0 METHODOLOGY

3.1 Introduction

This chapter is devoted to methodology of the study which contains the research design, research population, case study organisation, sample and sampling procedure, data gathering instruments and method of data analysis.

3.2 Research Design

The design used for this study is a descriptive survey, thus data was systematically collected at a point in time, analysed and presented to give a clear picture of Human Resource Planning practices at the Information Services Department. A descriptive research was used in that it is basically designed to find out the existing situation of a particular phenomenon of concern. In other words, a descriptive research is the research which deals with the relationship among non-manipulated variables. In descriptive research, the events or conditions either already exist or have occurred and the researcher mainly selects the relevant variables for an analysis for their relationships (Best and James, 1993). This type of research is a systematic attempt to collect information from members of an identifiable population particularly, employees of Information Services Department. The rationale for using the descriptive survey is that it helps in telling what the situation is in a systematic manner; it involves collection of accurate data for the purpose of determining the current nature of the subject of study thus impact of Human Resource Planning on Information Services Department; it also involves formulation and testing or

research questions by describing the situation and using logical methods for inductive-deductive reasoning to arrive at generalizations.

The descriptive survey follows specific procedures and makes possible interpretation of data collected. Here, research questions are raised and answered in a descriptive way. Any other person therefore can follow the same procedure and come out with the same results. The descriptive survey minimizes personality values; beliefs and predisposition of the researcher since there are laid down procedures to follow. The descriptive survey also provides the researcher with instruments which are easier for the collection of data for the study (Best and James, 1993).

3.2.1 Research Population

Martins, Loubser and Van Wyk (1996) stated that the population is the aggregate of elements from which the sample is drawn. Aaker, Kumar and Day (1998) concur, but add that it is important to determine the target population. In the case of this study, the target population for this study is the employees of Information Services Department (ISD). The employees of Information Services Department (ISD) are used because of Human Resource Planning affects them directly.

3.2.2 Sample and Sampling Procedure

Martins et al. (1996) stated that sampling involves defining the population, identifying the sample, selecting the sampling method and sample size. As was explained above the applicable target populations in this research study

was identified as employees of Information Services Department. Various sampling methods exist, such as probability sampling which includes random sampling, systematic sampling, stratified sampling, etc, and non-probability sampling which also includes purposive, convenience sampling, and many more.

In all forms of research, it would be ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual. This is the reason why most researchers rely on sampling techniques like convenience sampling, the most common of all sampling techniques.

The sample methods used include the systematic sampling and purposive sampling techniques. The systematic random technique was used to determine and select respondents from the sample frame for the study. The purposive sampling technique was also used to determine and select key officials of the department with managerial responsibility for Human Resource Planning and management in the Department.

The staffing of the Department head office Accra, constitute the population for the study. The population is 1,270 (ISD, 2012). To obtain the required sample size representative of the employees, a table developed by Krejcie & Morgan (1970) was used. From the table, a population of 1,200 gives a sample size of 291 and a population of 70 gives a sample size of 59. Therefore, the sample size for this study is 350.

3.3 Data Gathering Instruments

The main research tool or technique used for collecting the primary data was questionnaire and interview.

3.3.1 Questionnaire

According to Yin (1994), questionnaires are the most appropriate method for case study. For the purpose of this study questionnaires were used because it helped to collect data from large number of respondents in different locations. Also, because of the social climate it is opened enough to allow full and honest answers. There is also standardised data from identical questions without need have face to face interaction. Apart from these, it saves time and other resources.

Apart from these advantages, the survey questionnaire also enables one to collect standardised information in respect of the same variables for everyone in the sample selected (Parfitt 1997; cited in Zahari, 2007). This makes the questionnaire an indispensable tool in gathering primary data about people, their behaviour, attitudes, opinions and awareness of specific issues. Based on the above reasons questionnaires were used to collect primary data. Carefully crafted but wide-ranging questionnaires aimed at eliciting right responses were constructed for the employees of Information Services Department.

In the questionnaires, the researcher used multiple choice questions with single answers, multiple-choice questions with multiple answers, rankings and Likert scaled questions. The appearance and layout of the questionnaire are

very important factors and essential in ensuring that relevant data is collected. Martins, et al. (1996) feel that there should be sufficient space to record answers, the questionnaires should not appear overly long, as this may put off both the respondents and discourage them from being totally committed to complete the questionnaire as efficiently as possible. The researcher made the questionnaire clear and understandable to encourage the respondents to answer them. Most of the questionnaire was multiple choice questions with simple answers like (a-d).

3.3.2 Interview

The researcher also conducted interviews with key officials of the department, head office Accra with managerial responsibility for Human Resource Planning and management in the Department. Interviews have been used in this work because they represent a valuable and rich source of information in doing a case study. The interviews have been done in an open, lively but focused manner with the intention of acquiring relevant information to enrich the findings of the study. The researcher realized that a lot of information could be derived from interviews that are conducted in an open and focused way. Deliberate and purposive sampling techniques have also been employed to identify some interviewees because of the nature of the study. The researcher acquired a wealth of information from all these people which sheds more light on the intricacies surrounding Human Resource Planning in the Information Service Department.

I acknowledge that getting quick access to these people who are more or less the resource persons was not easy.

3.4 Method of Data Analysis

The kind of analysis for this study is that of descriptive statistics which made use of numbers, tables, charts, and graphs used to describe, organize, summarize, and present raw data. All questionnaires completed during the research process were subjected to the editing process to ensure that the data collection procedure was performed properly and to eliminate questionnaires that did not comply with the criteria. Each completed questionnaire was inspected to determine whether it was usable and Microsoft Excel Spread Sheet was used to process the data for the analysis. Tables and statistical diagrams like bar charts, pie charts and line graphs also aided in the data presentation.

3.5 Brief Description of the ISD

The Information Services Department (ISD) is the principal Public Relations outfit of the Government both home and abroad. It was established by the British Colonial Government as a small unit during the Second World War (1939-1945) to provide information on the progress of the war. Its favoured tools were its publication – the Empire at War, later Gold Coast Bulletin, and the Mobile Cinema Vans.

The Department has adapted itself to the changing conditions of Ghana's socio-economic and political life, since its inception. It has now shed all the functions

that could usefully be performed by others, while concentrating mainly on government public relations both in Ghana and abroad.

After the War, there were social and political agitations in the country which led to the 1948 Christiansburg riots and the subsequent appointment of the Watson Commission. One of the findings of the Commission was that there was a communication gap between the colonial government and the people which needs to be bridged. The commission, therefore, recommended the reorganization of government public relations machinery. The result was the creation of the Public Relations Department, later to be renamed the Information Services Department.

Before the introduction of the News and Current Affairs units at the Ghana Broadcasting Corporation and the Ghana News Agency, officers of the Department were responsible for syndicated news for both radio and the print media. Some of these officers were later transferred permanently to the nuclei of the two organizations. Similarly, the Department's small Gold Coast Film Unit, made development oriented films like "Progress in Kojokrom", and "The Boy Kumasenu", which served as the basis for the former Ghana Film Industry Corporation.

It is clear that over the years, the Department has adapted itself to the changing conditions of Ghana's socio-economic and political life. It has now shed all the functions that could usefully be performed by others, while concentrating mainly on government public relations both in Ghana and abroad.

The present orientation of the Department does not involve direct news gathering activities but monitoring and posting of news on the Government of Ghana Portal to ensure two-way communication flow and project the image of Ghana abroad. The Information Services Department is also responsible for providing information to the public or feeding them through whatever means available including audio-visuals, printed word, interpersonal communication, with all the essentials of government activities and policies. It already has a rich experience in public education and, over the years, at each turn of Ghana's history, the Department has been called upon to play crucial roles in public education campaigns, on issues relating to the economy, health, education, agriculture, energy, divestiture among others.

The **Vision of the Department** is “To establish a two-way response channel of communication between government and the people to proactively and readily assist the government's investment promotion and developmental programmes towards good governance.

The **Mission of the Department** is “a Department under the Ministry of Information mandated to create awareness of government policies, programmes and activities; promoting Ghana's international marketing agenda; providing public relations support to other Ministries, Departments and Agencies and submitting feedback report from the public to government (Annual Performance Report, 2011).

3.5.1 Functions of Information Services Department

The core functions of ISD include the following:

- Collate and assess public reaction to government policies;
- Provision of Public Relations support to the Presidency;
- Keeping Ghanaians abreast of developments in State and Public institutions;
- Keep the Presidency, Ministries and other State institutions in Ghana and diplomatic missions abroad abreast of local developments;
- Market the Ghanaian State at home and abroad;
- Disseminate information on the activities of state officials and policies;
- Maintain a store of state paraphernalia including symbols and the identity kit of the state;
- Record and archive the functions of the Presidency and State officials in a written, photographic, and film; and
- Record and archive the National Heritage in written, photographic, and film mediums (Annual Performance Report, 2011).

Table 1.1 (Divisions & Sections of ISD)

Division	Functions	Sections/Units
Administration	Coordinates the activities of other Divisions.	Promotions/Recruitment, Estates, Budget/ Planning, Accounts, Library, Transport, Training and Supply
Marketing	Uses local, regional and international events to market the Ghanaian state Markets the services and products of the Department to both public and private clients	Sales Outlets, Circulation office and Business/Client service.
Operations	Coordinates, supervises and monitors activities of Regional & District offices	Regional & District Coordination, Cinema & Exhibition/Audio-visual
Publishing	Responsible for information for dissemination through print and video formats	Editorial/Features, Photos, Printing, Design, Video Production & Research
Public Relations Coordination/Special Duties	Responsible for coordinating activities of PROs in the various MDAs and other media-related activities of Government.	Media Liaison, Foreign Desk and Media Monitoring.

Source: Field work (2012)

3.5.2 Organisational Structure

The Department is headed by a Director who is assisted by five (5) Divisional Heads, **20** Sectional Heads and **10** units' heads. It is also represented in all the ten (**10**) Regions.

Currently, the Department has **146** district offices with at least six (**6**) officers at each district office and is seeking permission from the government to recruit additional **120** personnel in order to be present in all the **170** districts. Budget requirement in terms of Personnel Emolument and others were factored into the Department's 2010 budget and rolled over in 2011 budget for consideration, but it did not materialized. The ISD is still relying on the government for the necessary financial and material support to be present in at least **10** new districts in 2011.

The District Information Officers work through their respective Regional Information Officers to the Director to make government information machinery present in all parts of the country. They send public reaction reports on government policies, programmes and the general atmosphere in the country, to the government for effective policy formulation, refinement, implementation and management (Annual Performance Report, 2011).

CHAPTER FOUR

4.0 DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter analyses and discusses the findings. For these reason, questionnaires were administered to one hundred staffs of the Information Service Department as well as interviews with the human resource manager and other division involved in the human resource planning to solicit further information and detailed explanation.

4.2 Information Services Department (ISD)

The Information Services Department total staff strength of the Department at the end of the year under review is **1,270**.

The outcome of the data gathered are presented and discussed below:

Table 4.1 **Structure**

STRUCTURE	NUMBER	PERCENTAGE
SENIOR	305	24
JUNIOR	965	76
TOTAL	1,270	100%

Senior officers are **305** representing **24%** an increase of **3%** of last year's figure whilst junior officers are **965** representing **76%**. For the purpose of this document, senior officers are Assistant Information Officers to Deputy Directors of Information Service, Principal Technical Officers to Chief Technical Officers and Private Secretary to senior Private Secretary.

Table 4.2**Sex**

GENDER	NUMBER	PERCENTAGE
MALE	788	62%
FEMALE	482	38%
TOTAL	1,270	100%

Males dominate in all the divisions, sections and units of Department as the total number of males was seven hundred and eighty-eight (788) representing 62% and that of females was four hundred and eighty-two (482) representing 38%.

Table 4.3**Sex**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	52.0	52.0	52.0
	Female	48	48.0	48.0	100.0
	Total	100	100.0	100.0	

Source: Field Work, 2012

Out of the 100 respondents who answered the questionnaires, fifty-two (52) respondents representing 52% were males and forty-eight (48) respondents representing 48% were females. This implies that ISD Staff were male dominated. The reason is that, tertiary level qualification is the basic requirement for employment in ISD. This is the level where in most cases males out-number females.

Table 4.4 **Age Group**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 Years	25	25.0	25.0	25.0
	31-40 Years	27	27.0	27.0	52.0
	41-50 Years	15	15.0	15.0	67.0
	51-60 Years	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

Source: Field Work 2012

The table above shows that majority of staff were between the ages of 51-60 years. The reason is that, ISD gives more consideration to those in the middle age group during its recruitment. As a result of this, those recruited in few years time attain ages close to that of retirement.

Table 4.5 **Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	42	42.0	42.0	42.0
	Married	58	58.0	58.0	100.0
	Total	100	100.0	100.0	

Source: Field Work 2012

Table 4.5 above revealed that forty-two percent (42%) of the staff who responded are singles whiles fifty-eight (58%) percent of the respondents are married. This implies that most of the ISD Staff were married. This situation

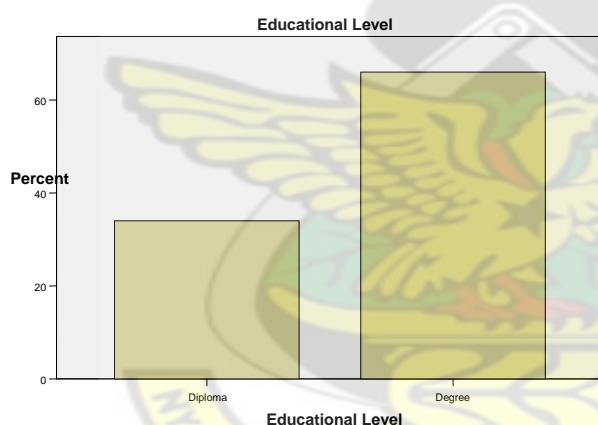
can be attributed to the fact that majority of the ISD Staff were over 50 years, and in Ghana, most people beyond age 50 years are married.

Table 4.6 Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	34	34.0	34.0	34.0
Degree	66	66.0	66.0	100.0
Total	100	100.0	100.0	

Source: Field Work 2012

Figure 4.6

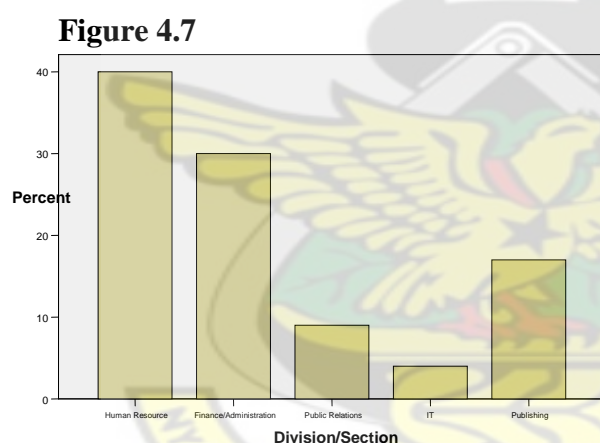


The figures in table 4.6 above indicates that sixty-six percent (66%) of the respondents have degree certificate and thirty-four percent (34%) has diploma certificate. This implies that majority of ISD Staff were degree holders. The situation has resulted from recruiting more degree holders.

Table 4.7 **Number of employees under Division/Section**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Public Relations	40	40.0	40.0	40.0
Finance/Administration	30	30.0	30.0	70.0
Human Resource	9	9.0	9.0	79.0
IT	4	4.0	4.0	83.0
Publishing	17	17.0	17.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012



From table 4.7, forty percent (40%) of respondents are from public relation department, finance and administration have thirty percent (30%), nine percent (9%) are at human resource department, IT has four percent (4%) and publishing is seventeen percent (17%) of the respondents. Employees under Public Relations (PR) represent forty percent (40%) because the core activity of the department is disseminating information which is mainly Public Relations work, and the rest of the division has their percentages because of the various sections under their control.

Table 4.8 **Years in ISD**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 – 5 years	61	61.0	61.0	61.0
6-10 years	25	25.0	25.0	86.0
21 and above	14	14.0	14.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012

Figure 4.8

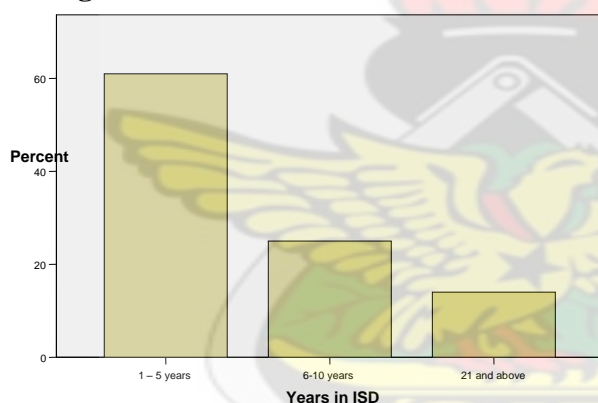


Table 4.8 and figure 4.8 above looks at the years of service of respondents in ISD. It shows that sixty-one percent (61%) of the respondents have been in ISD between 1- 5 years; twenty-five percent (25%) have been there 6-10 years; and fourteen (14%) percent for those who have been there for more than twenty- one (21) years. This implies that more than one-half of ISD Staff have worked for less than 5 years. The reason is that, the junior Staff of ISD who constitute the majority are the least experienced.

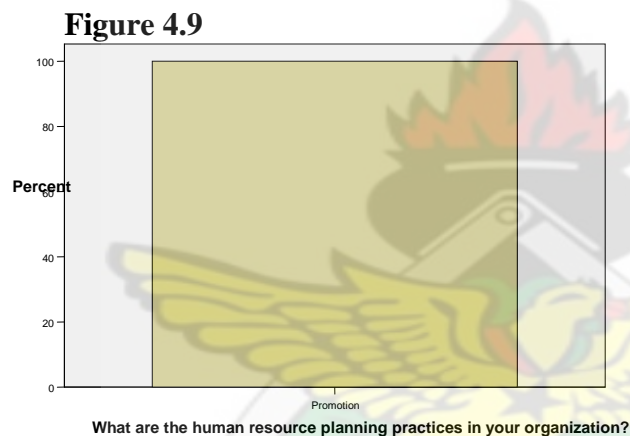
4.3 Human Resource Practice and Procedures

Table 4.9

What are the human resource planning practices in your organization?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Promotion	100	100.0	100.0	100.0

Source: Field Work 2012

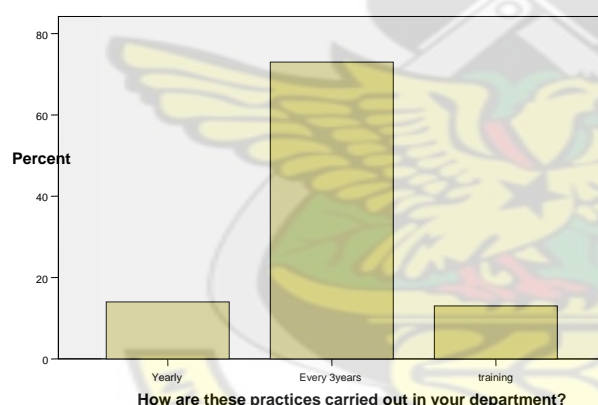


From the table above, the study shows that one hundred percent (100%) of the respondents knows that plans are made for promotion in the department. This implies that all the respondents unanimously agree that plans are made for promotion in the ISD.

Table 4.10**How are these practices carried out in your department?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yearly	14	14.0	14.0	14.0
Every 3years	73	73.0	73.0	87.0
training	13	13.0	13.0	100.0
Total	100	100.0	100.0	

Source: Field Work 2012

Figure 4.10

Respondents were asked how are these practices carried out in their department, fourteen percent (14%) confirm that promotion is done yearly, seventy three percent (73%) said it's done every three years and thirteen percent (13%) said it's done through training. Seventy-three percent (73%) said every three years because employees are promoted through interviews. This implies that promotions are mostly done through interviews. This is because the job requires effective communication which can easily be unearthed through interview.

Table 4.11

What are the elements of the human resources planning cycle in your department?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Planning/Implementation	100	100.0	100.0	100.0

Source: Field Work 2012

Figure 4.11

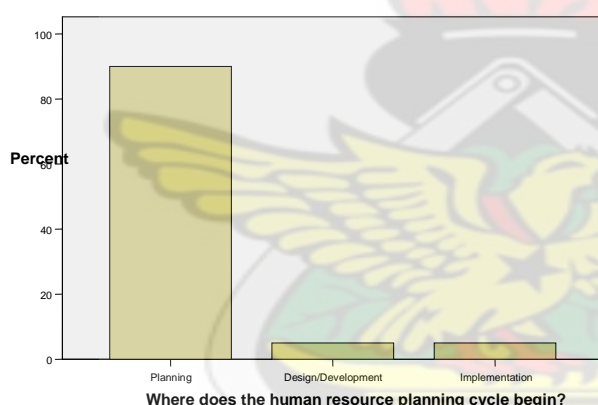


Table 4.11 and figure 4.11 shows that one hundred percent (100%) of the respondents confirm planning and implementation as part of the cycle. This implies that Staff of ISD unanimously thought that planning and implementation is an important element which should be included in the planning cycle of ISD. The reason is that implementation is acting on what has been planned.

Table 4.12**Where does the human resource planning cycle begin?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Planning	90	90.0	90.0	90.0
Design/Development	5	5.0	5.0	95.0
Implementation	5	5.0	5.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012

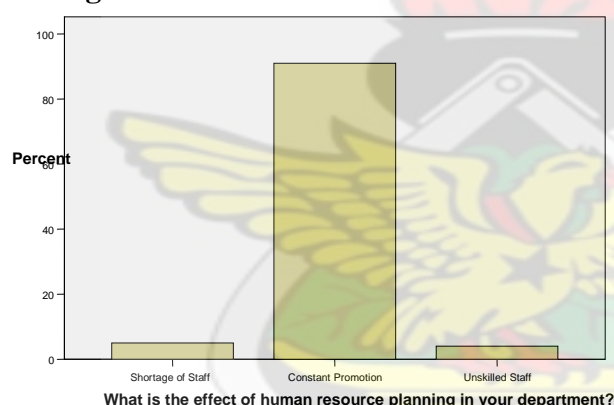
Figure 4.12

Respondents were asked where does human resource planning cycle begins in the department. Ninety percent (90%) said planning begins the cycle whiles five percent (5%) says both design / development and implementation begin the cycle respectively. This implies that majority of the staff of ISD felt that planning should begin the human resource planning cycle. The reason is that every managerial cycle starts with planning.

Table 4.13**What is the effect of human resource planning in your department?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Shortage of Staff	5	5.0	5.0	5.0
Regular Promotion	91	91.0	91.0	96.0
Unskilled Staff	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Source: Field Work 2012

Figure 4.13

Out of the one hundred respondents, to the effect of human resource planning in the department, five percent (5%) of the respondents said the effects is shortage of staff; ninety-one percent (91%) said the outcome is constant promotion; and unskilled staff represented four percent (4%). This implies that majority of ISD Staff thought that Regular promotion is the main benefit of human resource planning in ISD. The reason is that in ISD, planning is done mainly for promotion purposes.

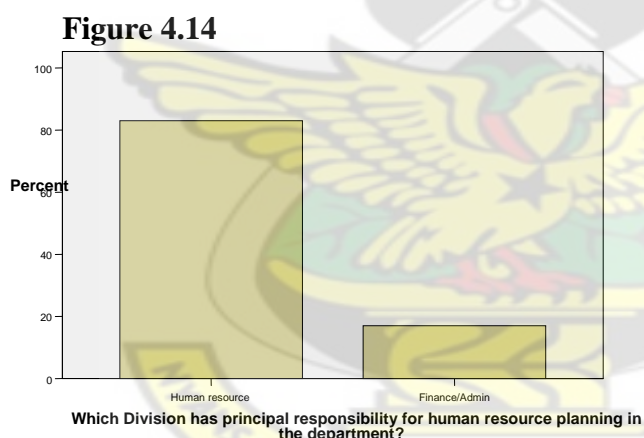
4.4 Key Unit Involved in Human Resource Planning

Table4.14

Which Division has principal responsibility for human resource planning in the department?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Human resource	83	83.0	83.0	83.0
Finance/Admin	17	17.0	17.0	100.0
Total	100	100.0	100.0	

Source: Field Work 2012



About the question of which division has principal responsibility for human resource planning in the department, eighty-three (83%) percent of the respondent said human resource department, because they are in charge of managing the human resource of the department and seventeen percent (17%) said Finance and Administration, because they used to be in charge. This implies that many of the Staff of ISD found their human resource department as

the main division for human resource planning activities. The reason is that human resource department is the main division for employees welfare.

Table 4.15

What role does the principal Division responsible for human resource planning play?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Plan for HR Practices	90	90.0	90.0	90.0
Administration	10	10.0	10.0	100.0
Total	100	100.0	100.0	

Source: Field Work 2012

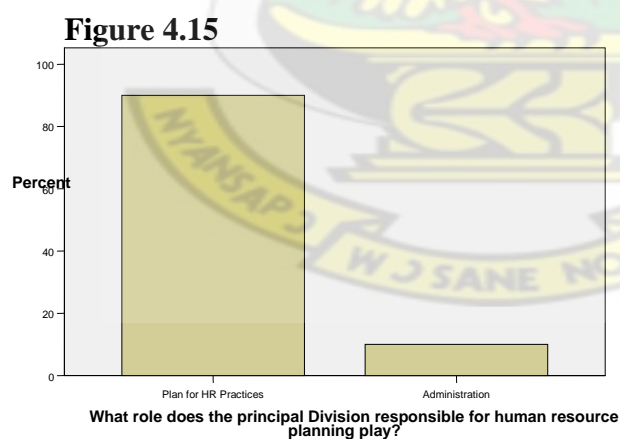


Table 4.15 and figure 4.15 indicates that ninety percent (90%) of the respondents said Human resource practices is the principal responsible for human resource planning and ten percent (10%) said Administration.

Table 4.16

Which section in the human resource department of ISD is responsible for the planning process?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Recruitment &Promotion	83	83.0	83.0	83.0
Operations	17	17.0	17.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012

Table 4.16 shows that, eighty-three percent (83%) of the respondent said recruitment and promotion, because the section is under human resource department and seventeen percent (17%) of the respondents said operations because operation at ISD has less to do with the management of human resource. This situation reveals that recruitment and promotion section of the human resource department of ISD leads the planning process. The reason is that the planning process is mainly done for promotion purposes as already indicated.

Table 4.17

What role does these section play in the human resource planning?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Administration	16	16.0	16.0	16.0
Promotion	62	62.0	62.0	78.0
Plan for HR Practices	22	22.0	22.0	100.0
Total	100	100.0	100.0	

Source: Field Work 2012

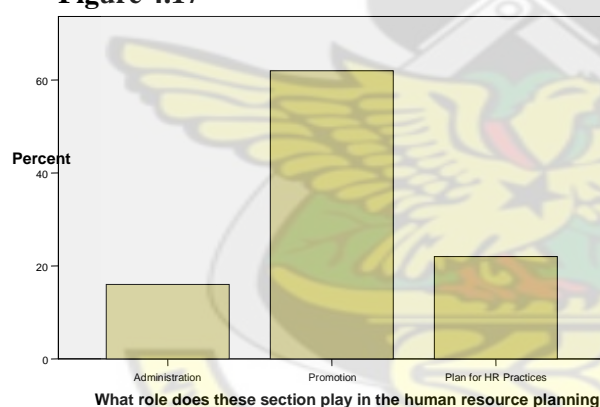
Figure 4.17

Table 4.17 and figure 4.17 indicate the role other units in ISD play in human resource planning. Out of one hundred respondents, sixteen percent (16%) said administration, sixty-two percent (62%) said promotion, because the recruitment and promotion section is under the HR department, twenty-two percent (22%) respondents said plan for human resource practices. This means that the recruitment and promotion section of ISD plays a vital role in the human resource department.

Table 4.18

Which official is responsible for the management of the human resource planning process?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid DDIS (HR)	86	86.0	86.0	86.0
DDIS (Finance/Admin.)	14	14.0	14.0	100.0
Total	100	100.0	100.0	

Source: Field Work 2012

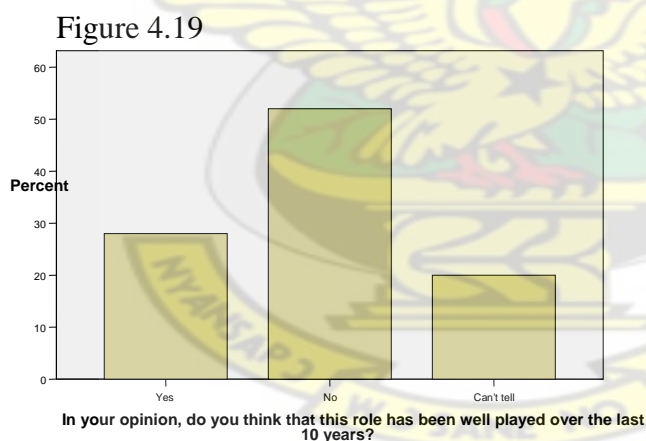
On the question on which official is responsible for the management of human resource planning process in ISD, eighty-six percent (86%) respondents said deputy director for human resource because he is the head of the human recourse department, fourteen percent (14%) said deputy director for finance administration because he used to play that role, as shown in table 4.18.

Table 4.19

In your opinion, do you think that this role has been well played over the last 10 years?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	28	28.0	28.0	28.0
	No	52	52.0	52.0	80.0
	Can't tell	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

Source: Field Work, 2012



Twenty-eight percent of the respondents said yes because there has been consistent training, interview and promotion in ISD. Fifty-two percent said no because ISD has not had human resource department over a long period of time as such part of it roles were played by finance and administration. Twenty percent said they cannot tell because human resource planning practices has not

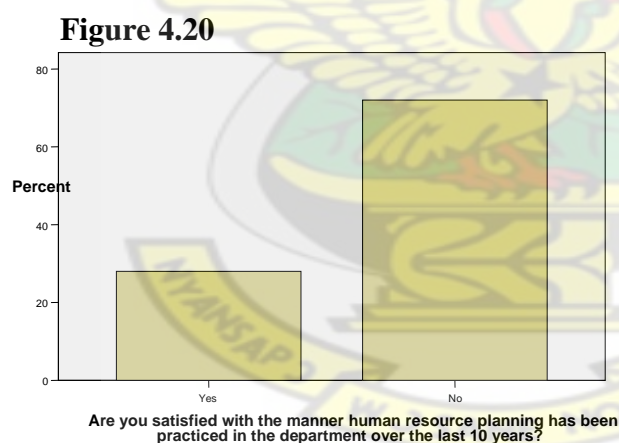
been made known to the staff. This indicate that majority of employees of ISD felt that their human resource department is not playing is role as expected.

Table 4.20

Are you satisfied with the manner human resource planning have been practiced in the department over the last 10 years?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	28	28.0	28.0	28.0
No	72	72.0	72.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012



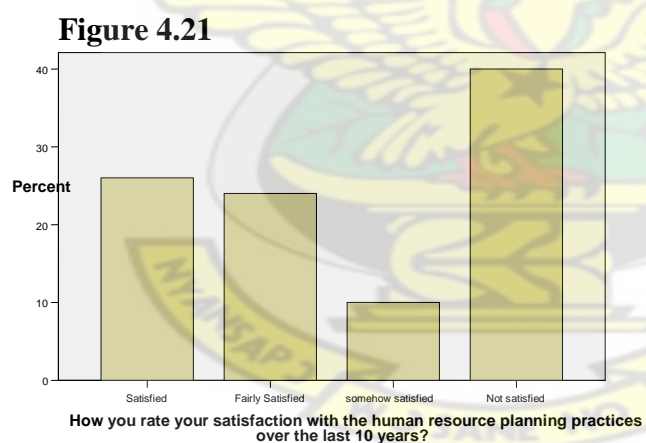
Are you satisfied with the manner human resource planning has been practiced in the department over the last 10 years? Twenty-eight percent (28%) said yes and seventy-two percent (72%) said no, because for years the department was not having human resource department. As a result of that, there are no clear cut rules and regulations to the best practices in human resource planning.

Table 4.21

How do you rate your satisfaction with the human resource planning practices over the last 10 years?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Satisfied	26	26.0	26.0	26.0
Fairly Satisfied	24	24.0	24.0	50.0
Somehow satisfied	10	10.0	10.0	60.0
Not satisfied	40	40.0	40.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012



Twenty-six percent (26%) said they are satisfied because there has not been any major challenges in the planning and implementation of the objective over the years; twenty-four percent (24%) said they are fairly satisfied because at least promotions and training processes are properly managed; ten percent (10%) said somehow satisfied because human resource division was recently set up in ISD, whilst forty percent (40%) said they are not satisfied because there has not been

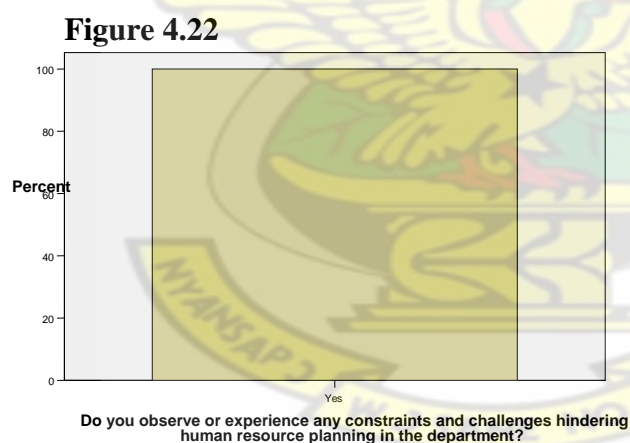
enough motivation and measures to check staff with poor attitude to work. This means that majority of ISD Staff are not satisfied with their human resource department.

Table 4.22

Do you observe or experience any constraints and challenges hindering human resource planning in the department?

	Frequency	Valid Percent	Valid Percent	Cumulative Percent
Valid Yes	100	100.0	100.0	100.0

Source: Field Work, 2012

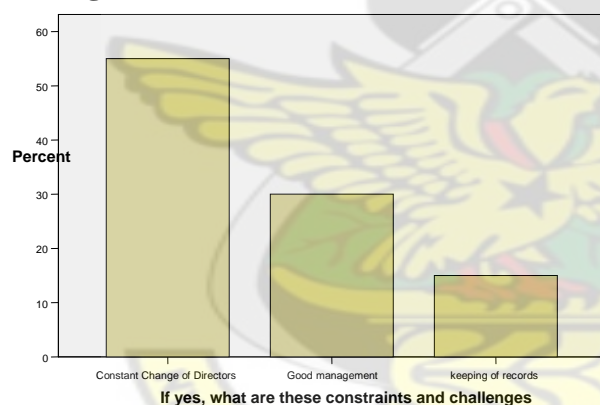


Whether they observe or experience any constraints and challenges hindering human resource planning in the ISD. All respondents said they experience constraints. This implies that most of the challenges of the human resource department of ISD are known to all employees. The reason is that the human resource department deals with all categories of staff.

Table 4.23**If yes, what are these constraints and challenges?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Constant Change of Directors	55	55.0	55.0	55.0
Good management	30	30.0	30.0	85.0
keeping of records	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012

Figure 4.23

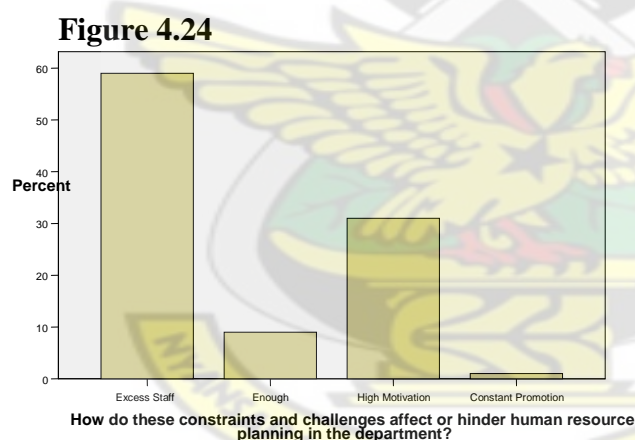
Out of the one hundred respondents who answered the question on what are these constraints and challenges. Fifty-five percent (55%) respondents said constant change of directors, because there have not been a permanent Director for years; thirty percent (30%) said good management because the deputy directors have been supportive; and fifteen percent (15%) said keeping of records. This means majority of ISD Staff thought constant change of directors is their main challenge of their human resource department.

Table 4.24

How do these challenges affect or hinder human resource planning in the department?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Excess Staff	59	59.0	59.0	59.0
Enough	9	9.0	9.0	68.0
High Motivation	31	31.0	31.0	99.0
Regular Promotion	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012



How do these constraints and challenges affect or hinder human resource planning in the department? Fifty-nine percent (59%) said excess staff because the Head Office is over staff; nine percent (9%) said enough, because there is no well documented human resource plan; thirty-one percent (31%) said high motivation; and only one percent (1%) said regular promotion. This implies that majority of ISD Staff thought there are excess staff at high positions as a result of human resource challenges.

Table 4.25

How does the department cope with and manage these constraints and challenges?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Training/Promotion	82	82.0	82.0	82.0
Sharing money to staff	3	3.0	3.0	85.0
Counseling	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2012

Out of the respondents who answered the question on how the department cope with and manage these constraints and challenges? Eighty-two percents (82%) of the respondents said training and promotion because there is plan for promotion; three percent (3%) of the respondents said sharing money to staff; and fifteen percent (15%) said counseling. This implies that most of the ISD Staff thought training and promotion is the main coping strategy of the human resource department in dealing with its challenges.

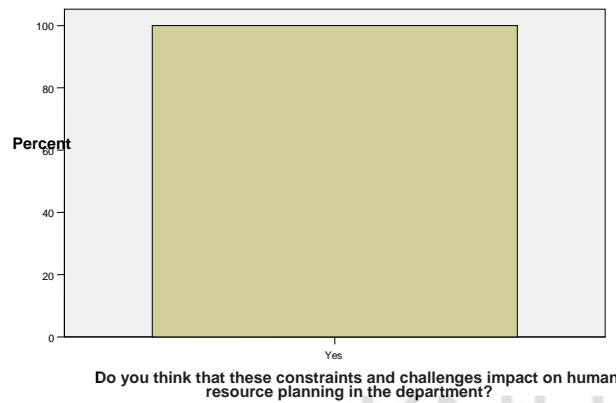
Table 4.26

Do you think that these constraints and challenges impact on human resource planning in the department?

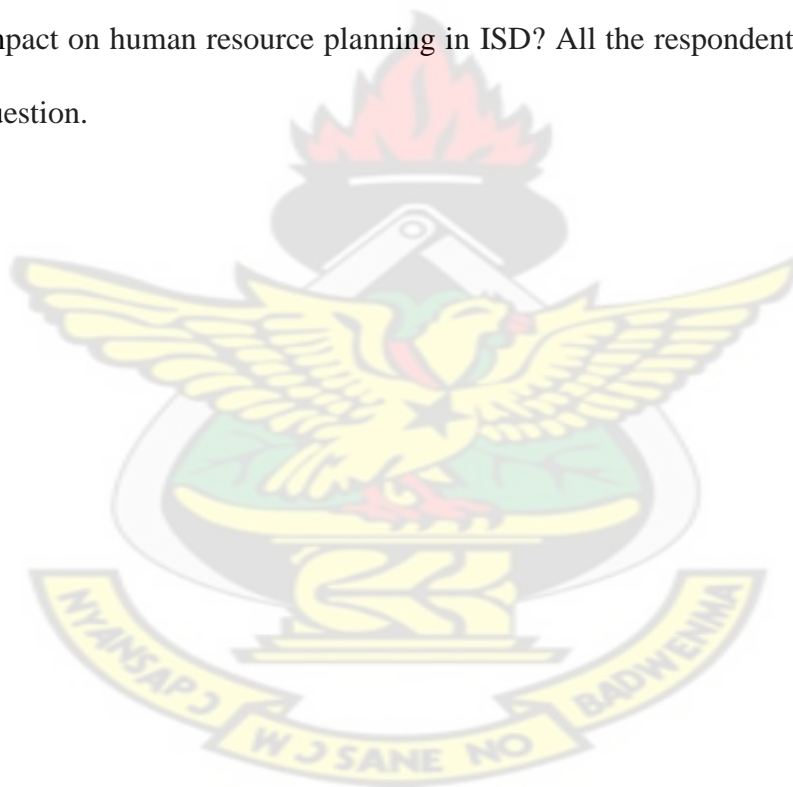
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	100	100.0	100.0	100.0

Source: Field Work, 2012

Figure 4.26



When the question was asked, do you think that these constraints and challenges impact on human resource planning in ISD? All the respondents said yes to the question.



CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study was to analyse Human Resource Planning practiced at Information Services Department (ISD). How effective is Human Resource Planning (HRP) policies and practices in the ISD? How effective is HRP practices and procedures within ISD are functioning effectively? and the challenges hindering the implementation of human resource planning in the ISD?

For these reason, questionnaires were administered to one hundred staff's of the Information Service Department as well as interviews with the human resource manager and other division involved in the human resource planning to solicit further information and detailed explanation.

Both secondary and primary methods were used, with the secondary sources were concerned data was collected from documents such as annual report from ISD, brochures on the profile of organization, operations and policy manual of the organization.

These documents were produced for specific purpose and have the advantage of being authentic, sincere and objective because they are documented policy statements for the organization.

Primary data is the basic material from which the study is obtained. First-hand full investigation was undertaken through the administration of questionnaires

and interviews guides. The method was used to supplement the data collected from the secondary source.

The project ended with conclusion recommendations that will help ISD to improve on their human resource planning practices.

5.2 Conclusion

The study is to examine the extent to which Human Resource Planning is practiced at Information Services Department.

It also sought to examine the relationship between Human Resource Planning and strategic planning of Information Services Department and the importance of Human Resource Planning concept at Information Services Department.

Furthermore, the study touched on the response for Human Resource Planning, how it is carried out, Officials responsible for Human Resource Planning as well as the challenges of the Information Services Department's practices.

The results of the study reveal that most of the ISD staff do not have in-depth knowledge on Human Resource Planning, thus it is not well practiced by the senior officers. It also reveals that Human Resource Planning can align the organization plan with Human Resource Planning.

The study ends with a recommendation for Information Services Department towards the improvement of Human Resource Planning Practices.

5.3 Recommendations

- ✚ The human resource department should develop and implement a comprehensive career development training programme for the staff. This would make them proactive and resilient, and effectively propagate government policies.
- ✚ The mentality of every employee should be changed through seminars and workshops to empower them. Proper logistics should be provided as well as adequate budgetary allocation for the human resource department, to overcome improper keeping of records of staff and excess staff.
- ✚ The human resource department should be structured to take its rightful place in the scheme of affair, so that they can educate the staff more on their practices and how they plan for the human resource practices like recruitment, promotion, evaluation among others. This would enable staff to have in-depth knowledge of the organisation.
- ✚ The department itself should have a human resource plans so that no matter the changes in management, the plans will still be followed. These plans should be periodically reviewed in order to adjust to the dynamic environment. This would overcome the issues of excess staff which leads to increase cost of labour and also constant changing of directors in the organisation.
- ✚ Lastly, everyone should be self disciplined including management so as to execute both the organization and human resource plans. The department should know that for human resource planning to be effective it should be align with the organizational plan.

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APPENDICES

Appendix 1: Questionnaire

INSTITUTE OF DISTANCE LEARNING, KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST), KUMASI

NB: The Researcher is an Executive Masters Student of the Institute of Distance Learning of the Kwame Nkrumah University of Science and Technology. In partial fulfillment of his Commonwealth Executive Master of Business Administration, the Researcher is conducting a Study entitled, “**An Analysis of Human Resource Planning and its Effect on Organisational Effectiveness - A Case Study of Information Services Department, Accra Office**”.

This questionnaire is solely for academic purposes and so any information provided would be completely treated with strict confidentiality anonymity. You are respectfully requested to assist the Researcher by completing the questionnaire. Thank you very much.

QUESTIONNAIRE

A. PERSONAL INFORMATION

1. Sex a. Male ☐ b. Female ☐
2. Age Group
- a. 18 – 30 Years ☐
- b. 31 – 40 Years ☐
- c. 41-50 Years ☐
- d. 51-60 Years ☐
3. Marital Status a. Single ☐ b. Married ☐

4. Educational Level

a. Secondary ☐

b. Diploma ☐

c. Degree ☐

d. Technical ☐

5. Division/Section

a. Human Resource ☐

b. Finance/Admin. ☐

c. Public Relations ☐

d. Operations ☐

e. IT ☐

f. Publishing ☐

g. Marketing ☐

6. Years in ISD

a. 1 – 5 years ☐

b. 6-10 years ☐

c. 11-15 years ☐

d. 16-20 years ☐

e. 21 and above ☐

B. HUMAN RESOURCE PLANNING PRACTICES AND PROCEDURES

7. What are the human resource planning practices in your organisation?

- a. Promotion ☐
- b. b. Counselling ☐
- c. c. Coaching ☐
- d. Dismissing ☐

8. How are these practices carried out in your department?

- a. Advertisement ☐
- b. b. Yearly ☐
- c. c. Every 3years ☐
- d. d. training ☐

9. What are the elements of the human resources planning cycle in your department?

- a. Planning/Implementation ☐
- b. Coaching ☐
- c. Counselling ☐

10. When does the human resource planning cycle begin?

- a. Planning ☐
- b. Design/Development ☐
- c. Implementation d. Evaluation ☐

11. What is the effect of human resource planning in your department?

- a. Shortage of Staff ☐
- b. Regular Promotion ☐
- c. Unskilful Staff ☐

C. KEY UNITS INVOLVED IN HUMAN RESOURCE PLANNING

12. Which Division has principal responsibility for human resource planning in the department?

- a. Human resource ☐
- b. Finance/Admin. ☐
- c. Public Relation ☐
- d. Operations ☐
- e. IT ☐

13. What role does the principal Division responsible for human resource planning play?

- a. Plan for HR Practices ☐
- b. Advertisement ☐
- c. Operations ☐
- d. Administration ☐

14. Which section in the human resource department is responsible for planning?

- a. Recruitment & Promotion ☐
- b. Finance/Admin ☐
- c. Public Relations ☐
- d. Operations ☐
- e. IT ☐

15. What role does these section play in the human resource planning?

- a. Administration ☐
- b. Promotion ☐
- c. Plan for HR Practices ☐

16. Which official is responsible for the management of the human resource planning process?

- a. DDIS (HR) ☐
- b. DDIS (Finance/Admin.) ☐
- c. DDIS (IT) ☐
- d. DDIS (Operations) ☐

D. ROLE OF HUMAN RESOURCE PLANNING IN GHANAIAN ORGANISATIONS

17. What is the main role of human resource planning in the department?

- a. Plan for HR Practices ☐
- b. b. Administration ☐
- c. I.T ☐
- d. Advertisement ☐

18. In your opinion, do you think that this role has been well played over the last 10 years?

- a. Yes ☐
- b. b. No ☐
- c. c. Can't tell ☐

19. Give reasons for your answers

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20. Are you satisfied with the manner human resource planning has been practised in the department over the last 10 years?

- a. Yes ☐
- b. No ☐

21. Give reasons for your answer

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22. How you rate your satisfaction with the human resource planning practices over the last 10 years?

- a. Very satisfied ☐
- b. Satisfied ☐
- c. Fairly Satisfied ☐
- d. somewhat satisfied ☐
- e. Not satisfied ☐

23. Give reasons for your rating?

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E. Main Constraints and Challenges that Hinder Human Resource Planning Processes

24. Do you observe or experience any challenges hindering human resource planning in the department?

- a. Yes ☐
- b. No. ☐

Give your reasons

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25. If yes, what are these constraints and challenges?

- a. Frequent Change of Directors ☐
- b. Good management ☐
- c. keeping of records ☐

26. How do these challenges affect or hinder human resource planning in the department?

- a. Excess Staff ☐
- b. Enough ☐
- c. High Motivation ☐
- d. Regular Promotion ☐

27. How does the department cope with and manage these constraints and challenges?

- a. Training/Promotion ☐
- b. Sharing money to staff ☐
- c. Counselling ☐

28. Do you think that these constraints and challenges impact on human resource planning in the department?

a. Yes ☐

b. No. ☐

29. Give reasons for your answer

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30. How do you rate the impact of these constraints and challenges on human resource planning in the department?

a. Very high ☐

b. High ☐

c. Fair ☐

d. Low ☐

e. Very low ☐

31. Give reasons for your answer

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F. RECOMMENDATIONS TO IMPROVE HUMAN RESOURCE PLANNING

32. What recommendations would you make to address the constraints and challenges hindering human resource planning in the department?

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33. What recommendations would you make to improve human resource planning generally, in the department?

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34. Do you have any other comments on human resource planning in Ghanaian organisations generally?

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THANK YOU

Appendix 2: Interview Guide

1. What are the challenges in the human resource planning process in Information Service Department?

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2. What challenges does the human resource section face in the implementation of the plan?

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3. What are the effects of human resource planning on the employees?

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4. What recommendations would you make to address the challenges in question 1 and 2?

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THANK YOU