

**HUMAN RESOURCE PLANNING AND THE PETROLEUM INDUSTRY IN GHANA.
A CASESTUDY OF GHANA NATIONAL PETROLEUM CORPORATION (GNPC)**

By

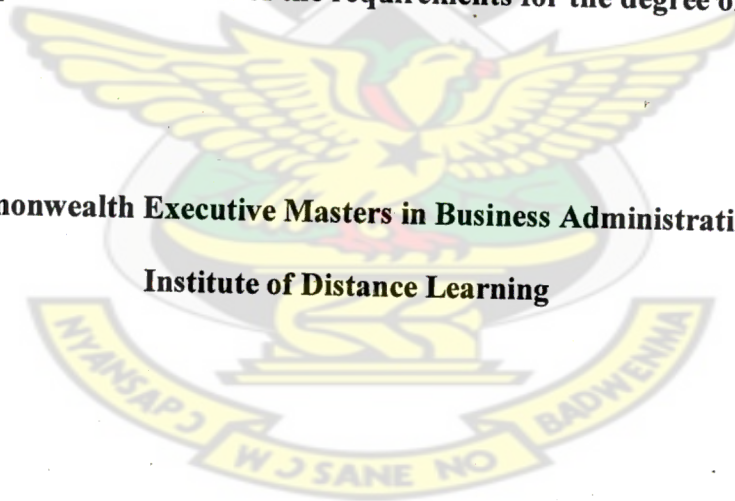
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Kwame Nkrumah University of Science and Technology (KNUST)**

in partial fulfillment of the requirements for the degree of

**Commonwealth Executive Masters in Business Administration,
Institute of Distance Learning**

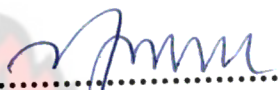


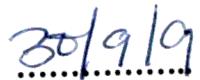
May 2009

DECLARATION

I hereby declare that this submission is my own work towards the Masters in Business Administration degree and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgment has been made in the text.

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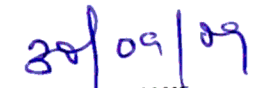

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DEDICATION

This work is dedicated to my late grandmother,

Madam Comfort Akosua Govina Kemeh



ACKNOWLEDGEMENT

I would like to thank God for making it possible for me to complete my studies. I am grateful to quite a lot of people whom I have not mentioned by name who shared their views and experiences with me and also helped, supported, influenced my thinking and contributed to the success and completion of my studies. My special thanks are due to:

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To all, I am grateful.

ABSTRACT

The recent oil discovery is a factor that can easily turn the fortunes of Ghana's economic prospects around. Are requisite human resource skills available to match the emerging oil market? This study sought to find out what preparation has been made by GNPC to feed the petroleum industry with the required human resource (HR). By consulting sources of information like newspapers, official GNPC documents, books, journals and the internet, concepts and theories of the study area was clarified. Interviews were conducted with staff of the Human Resource Department of GNPC. Questionnaire responses were anonymous and interviews were confidential. From our studies of the operations of GNPC, we gathered that, so much is being done in the area of getting adequate human resources in readiness for the oil production in the country. Although a lot of work is being done to meet the demands of the oil industry, requisite skilled human resource to sustain the petroleum industry is woefully inadequate. It is recommended that other sectors in the economy take more interest in training people as the rippling effect of the oil production is not limited to the oil industry. A more comprehensive study which should include all the oil production companies in the country may be in the right direction to give a more holistic view of the preparedness of the nation to the emerging oil industry.

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CHAPTER ONE

INTRODUCTION

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1.1 BACKGROUND TO THE STUDY

The effectiveness of any industry is dependent on the efficiency of resources, in particular, its human resource (HR). HR plays a major role in the overall success of an organisation or industry. In order to sustain economic and effective performance, it is important to optimise their contribution towards the achievement of the aims and objectives of the organisation. This calls for effective management of the human resource in any industry. One major area of HR work of particular relevance to the effective use of employees is human resource planning (HRP). This chapter provides information about the background to the case study. It also provides information on the research problem, objectives, scope and limitations of the study.

“Organisations in the oil industry have had to stretch resources to enable them be at breast with technology that would help them to meet the world’s demand for oil products”, a GNPC official remarked. The quality of staff is dependent on the availability of effective ongoing staff development. It is therefore, important that attention is paid to the development of staff to ensure effectiveness in their service delivery. This calls for an efficient HRP in any organisation.

HRP requires support from top management, otherwise the effort required for successful HRP will be underestimated and it will not be easy to gain the necessary commitment and involvement from line managers. . It formulates personnel policies and plans, and can be seen as both determining and reflecting the corporate plan. It helps to maintain and improve the organisations ability to achieve

corporate objectives through developing strategies to maximise the contribution of employees, Newton (1974). As Cascio(1991) states, *'the overall effect of successful HRP will be a wiser and more efficient use of human resources'*. However, according to Sisson & Timperle, (1994), in the UK, HRP is unlikely to be successfully implemented in most organisations due to insufficient information in internal records, and lack of top management commitment. There is also the fact that HRP and human resource activities are not even considered to be vital to corporate planning.

1.1.2 Profile and stages of the oil industry

There are three main activities in the oil industry, these are upstream, mid-stream and downstream activities. The upstream sector is primarily concerned with finding and utilizing the available petroleum supply, as opposed to the downstream and midstream sectors that are concerned more about the demand of oil and its transportation. [Http://Www.Oilgasarticles.Com/](http://Www.Oilgasarticles.Com/) (accessed - 24th Jan 2009)

1.1.2.1 Upstream Activities

Upstream activities involve finding the new field, drilling the hydrocarbons from reservoirs, processing these hydrocarbons into gas, condensate, and oil. These produced gas, condensate and oil become refinery raw materials for transforming to final output, such as LPG and diesel, or raw materials for plastic industry.

The life cycle of upstream activities is Exploration, Appraisal, Development, Production, and Abandonment phases. Exploration activities involve finding the new volume of hydrocarbons, thus replacing the volumes being produced. Seismic Method is one of the exploration techniques that allows mapping of the geological structures and helps determine locations and relative sizes of oil and gas reserves beneath the surface in a specified area. The next phase is appraisal phase of drilling

once exploration drilling has encountered the presence of oil or gas. During this process, delineation wells are drilled to define the extent of reserves and may take several years to complete it. Appraisal phase is vital to determine either being proceeded with development phase or being carried out more detail appraisal program that will delay the first oil and hence improving the overall profitability. The appraisal phase normally involves feasibility study and field development study to determine economic viability of the project. (<http://www.oilgasarticles.com>)

After being confirmed the field has potentially positive cash flow through exploration and appraisal phase, the development phase will start to be implemented. The development planning is estimation of recovery factor, production profile, field decline rate, etc. Detail design of facilities, procurement of the construction material, fabrication of the facilities, and commissioning of all plant and equipment are implemented at this stage. After building whole the facilities, the next phase is production phase. Production of oil or gas starts to recover the investment cost [exploration, appraisal, and development costs]. The last phase is abandonment phase which occurs when economic life time of a project terminates as soon as its cash flow turns permanently negative.

Two methods are being considered before abandonment of the fields, these are reducing the operating cost or increasing the production rate by introducing a new technology. Technology is the most crucial factor in up stream's exploration and extraction activities. It allows Geologists to locate more oil fields, and also it allows them to access fields that were previously inaccessible. Technological advances in upstream have also allowed geologists and scientists to determine "dry" holes earlier, thus minimizing the wasted time and money to explore these places further. Upstream technology is also crucial to increase the total production of oil

from existing wells. Professionals needed within upstream include geophysicist, land analysts, platform supervisors, platform installers, petroleum engineers and pipeline construction engineers. (<http://www.oilgasarticles.com>).

1.1.2.2 Mid-Stream and Downstream Activities

The mid-stream phase is a transition from upstream to downstream. The downstream activities involve refining the produced gas, condensate, and oil from upstream activities. (<http://www.oilgasarticles.com/>)

1.1.3 Lessons from Oil production countries - Oil exploration in Norway

Norway is an advanced, highly-developed economy that has greatly benefited from the utilization of its hydrocarbon resources. It should be noted that, Norway had 310,000 bbl/d of crude oil refining capacity in 2006. The country has two major refining facilities: the 110,000-bbl/d Slagen plant, operated by ExxonMobil, and the 200,000-bbl/d Mongstad, operated by Statoil. Norway produces more Petroleum products than it consumes, with surpluses exported to Europe. In particular, Norway is an important supplier of Gasoline and diesel fuel to the EU, as the production of these fuels at the Mongstad plant complies with stringent EU environmental rules. Statoil dominates the retail products market in Norway, and the company has also expanded aggressively into other European and African markets.

Norway's economy is highly dependent on its offshore Oil and Natural Gas sector, which provides the government with its largest single source of revenue and the largest contribution to GDP. In recent years, high oil prices have made for government budget and current account surpluses, and rising disposable income. (<http://www.oilgasarticles.com/>)

1.1.4 Oil exploration in West Africa

ECOWAS refineries are located in La Cote d'Ivoire (Abidjan, 65,200 bbl/d); Ghana (Tema, 45,000 bbl/d); Liberia (Monrovia, 15,000 bbl/d); Senegal (Dakar, 27,000 bbl/d) and Sierra Leone (Freetown, 10,000 bbl/d). (<http://www.oilgasarticles.com/>)

So far, West Africa's petroleum refining capacity is concentrated in Nigeria. Nigeria's refining capacity is currently insufficient to meet domestic demand, forcing the country to import petroleum products. Nigeria's state-held refineries (Port Harcourt I and II, Warri, and Kaduna) have a combined nameplate capacity of 438,750 bbl/d, but problems including sabotage, fire, poor management and a lack of regular maintenance contribute to the current operating capacity of around 214,000 bbl/d.

1.1.5 Oil exploration in Ghana

Although some companies drilled oil in the onshore Tano area, no commercial production was established from the numerous exploration activities in the country until after independence. The first republic saw a few drilling activities in the Keta Basin. This project came to an end in 1966. (<http://www.oilgasarticles.com/>)

Processing and distribution of petroleum products were the responsibility of the Ghana Supply Commission which was established in 1960. The Petroleum Department of the Commission was created with the responsibility for importation and refining of crude oil through Tema Oil Refinery, and the sale of the refined product to the oil marketing companies in Ghana. In view of the specialised nature of petroleum operations, in 1978, the Government separated the petroleum department from the Ghana Supply Commission. The energy sector of the national economy has the Ministry of Energy as the governing body responsible for the

formulation and implementation of policy, regulatory issues, and administration as well as coordination of all organizations necessary to achieve the government's energy objectives.

The Energy Commission and Energy Foundation have been constituted to assist the Ministry of Energy in the supervision of various organisations in the petroleum sub-sector of the economy including Ghana National Petroleum Corporation (GNPC) for upstream activities. The Energy Commission discharges functions as:

- i. To prepare, review and update periodically indicative national energy plan that will ensure that all reasonable demand for energy is met.
- ii. Recommend national energy policies for the efficient, economical and safe supply of electricity, natural gas and petroleum products having due regard to the national economy.
- iii. Recommend national policies for the development and utilization of indigenous energy resources, including renewable energy.
- iv. Source a comprehensive data base for national decision making, the extent of development and utilization of energy resources available to the nation.

The Tema Oil Refinery (TOR), Bulk Oil Storage and Transportation Company (BOST), the Ghana Oil Company (GOIL) and other private oil marketing companies are responsible for downstream activities of refining, marketing and distribution respectively.

1.1.6 Establishment of GNPC

It was deemed appropriate to establish the Ghana National Petroleum Corporation (GNPC) after the oil shocks of the seventies dramatically exposed the vulnerability of oil importing countries. This created great awareness of the need for corporate body to stir up exploration efforts. The Ghana National Petroleum

Corporation (GNPC) was established to undertake the “exploration, development, production and disposal of petroleum” in 1983 under PNDC Law 64 as a body corporate. It was not until 1985 that GNPC began to operate. (GNPC Strategic Plan Document, 2009).

GNPC became responsible for the importation of crude and petroleum products to meet the national demand. Over time, GNPC was charged to intensify its activities to include Exploration and Production, Drilling and Engineering, Commercial/Marketing and Research and Development in the oil industry:

1.1.6.1 Mission

The mission of GNPC is to promote, explore and develop the hydrocarbon resources of the nation through lean, efficient and technology-driven investments so as to enhance the economic development of Ghana. (GNPC Strategic Plan Document, 2009).

1.1.6.2 Vision

The Vision of GNPC, as it currently stands, is to be a World-Class Corporation capable of making Ghana a fast growing destination for upstream petroleum investments in West Africa. (GNPC strategic plan documents, 2009)

1.1.6.3 Business Strategy

According to the GNPC Strategic Plan Document, 2009, the Corporation is pursuing a mixed strategy of customer intimacy and operational excellence. The Corporation’s core strategy is to concentrate on promotion of acreage and prospects, leaving international oil companies to wholly finance exploration and development programs.

1.1.6.4 Objectives of GNPC

To attain their target, GNPC set its objectives as follows:

- i. To improve the current inventory of prospects and leads as more data is acquired.
- ii. Intensify geophysical data processing, re-processing, interpretation and integration of all available geological and geophysical data to enable update of onshore/offshore prospects.
- iii. Promote updated prospects portfolio to the international oil industry to secure exploration and production agreements.
- iv. Encourage oil companies to drill more exploratory wells to improve the nations' reserves towards accelerated production.
- v. Improve closeness with key target segment; major world-class independent oil companies to transform the corporation's business processes.
- vi. Ensure that petroleum operations are conducted in such manner as to prevent adverse effects on the environment, resources and people of Ghana. (GNPC Strategic Plan Document, 2009).

1.1.6.7 Organisation of GNPC

With technical assistance from Braspetro, a subsidiary of Brazilian Petroleum Corporation, a strategic organisational plan was drawn for GNPC at the time of onset of its operations. The following functional divisions were recommended on GNPC official website (2009):

- a. Exploration and Production
- b. Drilling and engineering
- c. Commercial
- d. Finance and Administration
- e. Research and Development

1.2 STATEMENT OF THE RESEARCH PROBLEM

Presently, cocoa is the leading product for the Ghanaian economy. With the emerging petroleum industry, is there a likely shift of HRs from cocoa industry to petroleum industry in Ghana? Is it going to be like in the case of Nigeria where focus shifted from groundnut farming to oil production rendering groundnut farming obsolete? It is no doubt that HR is key to development in any industry. Any effective industry must start with HR Planning.

How prepared is the country in terms of HR capacity in the areas of petroleum separation facilities, construction of off shore structures, pipeline manufacturing from steel and related works, welding and joinery, hooking up already built structures and a whole variety of operational and technical maintenance activities? One point that has bedevilled the other industries such as the Agriculture, Health and Mining sectors is its HR capacity. Therefore, if Ghana should have any success in the oil industry, it is important to plan for its HR.

The aspect studied was the HR planning for future required skills by GNPC bearing in mind the anticipated boom in the oil industry in the country.

1.3 OBJECTIVES OF THE STUDY

The research sought to achieve the following objectives:

1. To examine the existence of human resource planning in the petroleum industry in Ghana.
2. To find out if human resource planning policy exists at all in GNPC. If so, to what extent? If not, why?
3. To explore how responsive GNPC's HR planning policies are to current trends in the oil industry in Ghana.

4. To find out if the organisational structure of GNPC is supportive of an effective HR planning.

1.4 RESEARCH QUESTIONS

This study sought to find out the following:

- i. What preparation has been made by GNPC to feed the petroleum industry with the required human resource (HR)?
- ii. Are there any plans put in place to train staff of the corporation, are there any plans to liaise with tertiary institutions and polytechnics to produce graduates with requisite skills to fuel the petroleum industry?
- iii. Is there enough literature available to enlighten the populace about the dangers, benefits and general knowledge on the petroleum industry?
- iv. How is GNPC planning its infrastructure to accommodate the HR in that area?

1.5 SCOPE AND LIMITATIONS

One would expect to have a comprehensive study on successful and not so successful countries that have ventured into the petroleum industry and how they have managed their human resources. The study has been narrowed down to GNPC, Ghana, due to limited financial resources and limited time frame. This study would hopefully, open the way for further research in other areas such as the educational system and how it is adjusting its teaching curriculum to respond to the emerging need for skilled personnel in the petroleum industry.

1.6 SIGNIFICANCE OF THE STUDY

It is hoped that this research would provide an input towards the formation of the HR skills in readiness for the anticipated oil boom in the country. It would also provide additional data on HR management for an effective HR planning policy in

the petroleum industry. The findings should assist in the planning for appropriate personnel to face the challenges of an emerging oil industry in the country.

1.7 RESEARCH METHODOLOGY

The study focused on the headquarters of GNPC since we would expect that most of the HR planning programs would be operational there. Relevant information was derived from face to face interviews with key personality and officers of the GNPC.. These personalities are chosen because of their prominent role in the development of HR planning.

Questionnaires were administered to staff in the technical, engineering and HR units of GNPC. These were used to elicit consistent pattern of response. The questions would be tailored to probe into the HR planning policies of GNPC. This would also be done to solicit different views on the impact of the HR planning policy in GNPC in relation to anticipated oil boom in Ghana from the point of view of non-management staff and to elicit their views on what needs to be done.

Secondary sources and documentary records from GNPC would supplement information from the face to face interviews.

1.8 ORGANISATION OF STUDY

This study was structured into five chapters. Chapter one covered background and introduction to the subject. It further stated the research problem, the objectives of the study, its limitations and background to the study. Chapter two dwelt on the literature review. It discussed concepts of the subject area, gave a proposition which was investigated in the study. It included a discussion of its HR planning policies. In chapter three we stated the methodology of the research. It outlined various steps taken to accomplish objectives of the study. Chapter four discussed findings of analysis of data collected from GNPC on their HR planning policies. And finally,

chapter five, the concluding chapter, restated salient issues, gave a summary of findings, drew conclusions and made recommendations.

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CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

A literature review was done to determine what research has been carried out with regard to human resource planning in academic books and whether human resource planning is considered essential by both top management and members of staff. It discussed the concepts of the subject area; gave a proposition which was investigated in the study.

This chapter briefly looked at related areas such as succession planning and career development, seeking to clarify what each really refers to. By consulting sources of information like newspapers, official documents, books, journals and the internet, the research problem was clarified.

2.2 HUMAN RESOURCE MANAGEMENT

The effectiveness of any industry is dependent on the efficient use of resources, in particular, its human resource. Human Resource plays a major role in the overall success of an organisation or industry. In order to sustain economic and effective performance, it is important to optimise their contribution towards the achievement of the aims and objectives of the organisation. This calls for effective management of human resource in any industry.

In recent times, more attention has been given to the importance of managing human resources. This is evident in Human Resource Management Department and Units being established in most organisations and institutions with the required authority given them to execute the planning of human resources in the organization. Mullins (1996) noted that: “at national and organisational levels it is essential that human resources be utilised as effectively as possible”. Human resource

management is the process of managing the personnel of the firm. It is the management of all aspects of employment within the firm to ensure that the organization meets its objectives, maximizes the return on investment from the organization's human capital and minimizes financial risk.

From Wikipedia, http://en.wikipedia.org/wiki/Human_resources human resource management serves key functions such as Selection, Training and Development, Performance Evaluation and Management, Promotions. Others are Redundancy, Industrial and Employee Relations, Record keeping of all personal data, Compensation, pensions, bonuses etc in liaison with Payroll Confidential advice to internal 'customers' in relation to problems at work and Career development.

Management of human resource starts right after a decision is taken to set up an organization. Planning is fundamental to the success of any organization, including planning for its human resources.

2.3 UNDERSTANDING HUMAN RESOURCE PLANNING

Management's most important and basic function is planning. Planning is therefore fundamental to the success of an organisation. Human Resource Planning (HRP) is defined as "the process by which management ensures that it has the right personnel, who are capable of completing those tasks that help the organization." www.crfonline.org/orc/glossary/h.htm.

Beach (1980) defined human resource planning as: "a process for determining and assuming that the organisation will have an adequate number of qualified persons, available at the proper time, performing jobs which meet the needs of the organisation and which provide satisfaction for the individuals involved."

Mullins (1964) quotes the American Department of employment's definition of human resources planning as "a strategy for the acquisition, utilisation, improvement and retention of an enterprise's human resources".

Bryant (1965) defined human resource planning as "replacement planning in organisations encompassing the analysis of labour turnover, thinking through personnel policies and identifying models for planning recruitment and promotion of employees and analysing the relationship between pay policies and recruitment."

Steiner (1971) states that human resource planning seeks "to maintain and improve the ability of the organisation to achieve corporate objectives through the development of strategies designed to enhance the contribution of employees at all times in the foreseeable future."

Based on the definitions mentioned above, the implications of human resource planning could be summarised to be:

1. An iterative process. It is not static, neither is it a one-way process. It is dynamic and needs regular updating.
2. It also requires detailed analysis of the present and future to ensure that there is adequate staff in numbers and skills at all times and finally
3. The definitions acknowledge that the whole process should be in tune with the organisation's needs for productive people and the needs of these people for personal career satisfaction.

As suggested by Beach (1980), HRP is a function which must be regarded as "human resource planning and action programming". It must therefore include planning and development of human resource programmes such as recruitment, performance appraisal and training to ensure that people's needs are met.

2.4 FACTORS TO CONSIDER IN HUMAN RESOURCE PLANNING

In order to devise a good human resource plan, a number of activities need to be carried out. According to Bowey (1974), there are three broad groups of activity:

1. The future human resource needs of the organisation must be assessed
2. The organisation's ability to retain the current labour force must be considered
3. Finally, the organisations' ability to attract different types of personnel must also be considered.

According to Bowey (1974), the organization, in planning its human resource would act on the following:

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

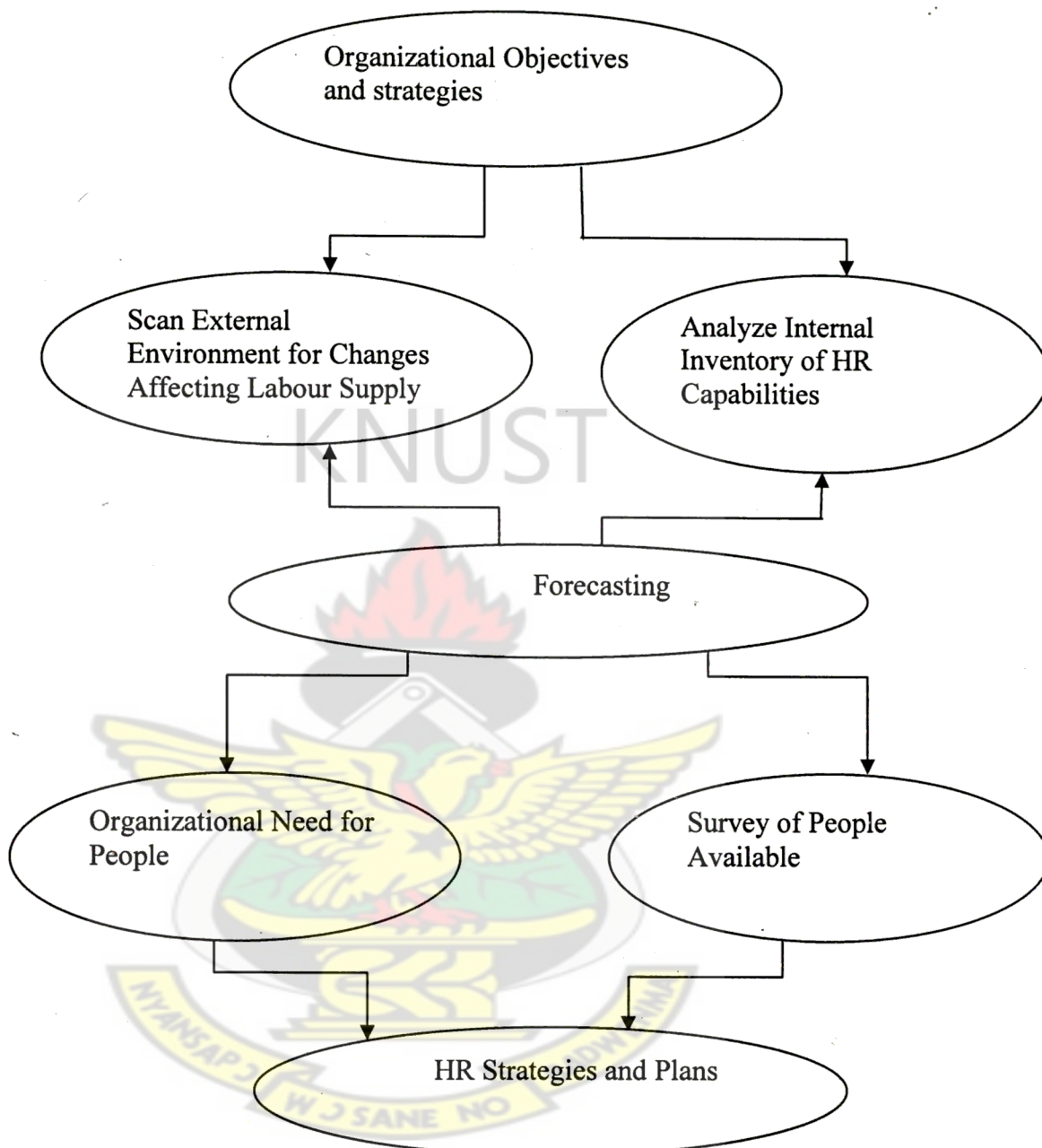
Without undertaking these actions, Management may be unaware of how many good quality staff is being lost.

2.5 THE PLANNING PROCESS

Planning should be seen as an indispensable part of the overall strategic planning of the organization. Regrettably many organizations do no formal long range or strategic planning. As Beach (1980) put it: 'For many organizations, the creation and adoption of an annual budget constitutes the sole mechanism of planning the organizations as well'.

Fig. 2.1

HR Planning Process Chart



Adopted from: www.hrmguide.co.uk/hrm/chap7/ch7-links3.htm

Carefully constructed human resource plans, including skills inventories and implementation programmes are essential to meeting the various human resource needs of an organization. The figure above depicts the HR planning process in an organization. The process begins with the objectives and strategies of the organization. Internal and external factors are considered in order to forecast the HR needs of the organisation. Decision on number of HR forecasted is also affected by

information gathered concerning the available skills and abilities of people already engaged and what the current organisational needs are.

According to Prewitt (1984) there are three classes of information needed for effective decisions linking company plans, objectives and priorities to available human resources. These are:

- i. Information about company values, structure, processes, objectives, plans and priorities. This serves as a basis for determining the demand for labour.
- ii. Information about knowledge, abilities, special talents, values and expectations of the present and future workforce. This serves as basis for determining the supply of labour.
- iii. Information about current trends, rates of change, legal demands and other types of constraints imposed by the external environment. This serves as a framework within which the human resource planning exercise is undertaken.

To Prewitt (1984), this information must meet two most important criteria to make possible the accomplishment of the central purpose of human resource planning: "to have the right people at the right time and place to implement company plans and thus accomplish company objectives in the most efficient and effective manner." These criteria are Timeless and Accuracy. Prewitt (1984) explained that 'the quality of adjustment or 'fit' between the available human resources (supply) and the needs, plans and priorities (demand) of the company is a function of the quality of information generated and used in the decision making processes. This makes the quality of information generated of some importance to the planning process and the people assigned to provide the necessary information should therefore be of caliber and alert to the environment.

Not just the quality of people but the quality of the design, implementation and evaluation of the various systems designed for the purpose of generating information are equally important therefore and must be critically considered.

2.5.1 Soft and Hard Human Resource Planning

Torrington and Hall (1991) distinguishes between 'soft' and 'hard' aspects of human resource planning. They are quick to note, however, that there is an overlap between these two areas and in many organizations a mixture of hard and soft approach is practiced.

2.5.1.1 Soft Human Resource Planning

This takes the strategic planning approach to human resource planning. Activities in the realm of soft human resource planning can be divided into four broad areas viz:

1. Defining where the organization wants to be in the future
2. Defining where the organization is at the moment
3. Analysing environmental influences and trends
4. Formulation of plans to effect the desired changes and to ease transition.

These activities involve continuous feedback from one to the other making it an iterative process.

2.5.1.2 Hard Human Resource Planning

According to Torrington and Hall (1991), this involves activities which need to be carried out to make sure that the level of human resources in the organization is and will be right. It includes finding out at an early stage the number and type of employees that will be needed and making plans to ensure they will be available. They stated that, hard human resource planning activities center on Forecast of future demand for human resources, Consideration of changes in human resource

utilization and the effect of this on demand and Analyses of current human resources. Also included are forecast of the internal human resource supply, Forecast of the external human resource supply, Reconciliation of the forecasts and feedback and Decisions and plans.

Even though there are varied views, the approach of Beach (1980) would be used in discussing the planning process. This is because his approach is simple and easy to follow. Secondly this step by step approach to the planning facilitates effective monitoring of the process. The major components of the human resource planning process, according to Beach (1980) are Goals and plans of the organization, Current human resource situation, Human resource forecast, Implementation programmes, and Audit and adjustment.

i. Goals and plans of the organization

Beach (1980) states the first phase of human resource planning as the determination of organizational goals and plans. Human resources planning is part of the overall strategic planning for the entire organization. Organizational plans with regard to possible corporate expansion, new products, technology, new markets and set targets all need to be considered for the plan. He lists these steps involved in the overall planning for the organisation as very important:

1. Analyse and evaluate environmental influences. This step must consider the impact of political trends and legislation; economic conditions and trends in leisure time, work values, consumer tastes and retirement, and technological advances affecting the enterprise.
2. Identify the values and aspirations of the organisation's Directors and Executives.

3. Identify and evaluate the internal strengths and weaknesses of the organisation. Consider human, financial and technical resources and existing facilities.
4. Develop a strategy which relates the strengths of the company and the aspirations of the Executive with opportunities perceived in the environment.
5. Create specific organisational objectives and plans for achieving these objectives.
6. Prepare plans for the functional areas of the business production, finance, marketing research and development, engineering and personnel. Determine strengths, deficiencies and needs.
7. Communicate with members of the organization and involve them in the planning process.
8. Evaluate progress toward implementation of plans and take corrective action where necessary.

Planning period: Planning could be long range (five years and beyond), intermediate range (two to four years) or short range (one year) depending on the line of business. The longer the period of plan the riskier it is.

ii. Current human resource situation

The second phase of the planning process according to Beach (1980), is the preparation of an inventory of personnel presently within the organization. This is often called skills inventory or a manpower information system. A skills inventory consists of up-to-date information regarding the qualifications of selected categories of personnel. The skills inventory has several important uses. When the human resource forecast is prepared, one can compare the number, types and skills specific by the forecast, with the present baseline or current position given by the skills

inventory to ascertain what skills must be developed from present personnel via training, upgrading and special development efforts or obtained from external sources.

Another important use of a skills inventory, he stated, is to find or identify talent within the organisation for specific job openings. The existence of a skills inventory enhances the opportunities for employees to satisfy their career aspirations through development and production. The following are included in a skills inventory: personal data, education, employment history, performance and potential and career goals.

iii. Human resource forecast

The human resource forecast is a determination of the demand for people and of the appropriate types and skills for given periods in the future such as one, three and five years hence. The forecast also requires the preparation of an estimate of the supply of people who will be available for the selected periods.

iv. Implementation programme

According to Beach (1980), implementation requires converting the human resource plan into action. For example, if a shortage of engineering personnel has been forecast and if the plans indicate both stepped up recruitment plus training and upgrading of present engineering talent, then both recruitment and development programmes will have to be strengthened and explained. He stated that the principal implementation actions as Recruitment, Selection and Placement, Performance appraisal, Career Development, Promotion, Transfer and Layoff. The rests, he stated as Retirement, Training and Development, Motivation and Compensation.

v. Audit and Adjustment

For various reasons, the programmes for meeting the human resource targets may be falling short of objectives. According to Beach (1980), A system for measuring progress should therefore be set up. Another reason for reviewing progress is to ascertain if changes in the HR plans are made necessary because of change conditions or because some of the original planning assumptions have been proved wrong.

2.6 IMPORTANCE OF HUMAN RESOURCE PLANNING

As a result of changes in the nature and composition of the labour force, technological innovations, major shifts in the occupational structure of the economy and an increasing public awareness of and sensitivity to the legal rights of the labour force and quality of work life. Thus, human resource planning has become increasingly important.

Bowey (1974) stated seven factors which give rise to the need for human resource planning in any organisation. These factors are the opening or closure of a section, department or site, the growth or contraction of an organisation, imminent retirement of a large proportion of labour force and introduction of new production methods or technology. Also included are redesigns of large numbers of jobs, re-organisation of departments or sections, the need for large numbers of employees with scarce or unusual skills.

Bowey (1980) mentions that the need to motivate staff through career development plans are other factors necessitating the need for human resource planning. It is evident that employees seek a clear path of career development which must be planned for. He added that, besides replacing retirees, the organisation must plan for possible succession of all key officers to avoid being overtaken by vacancies created as a result of sudden resignations or movement of staff. Planning

in the following areas needs to be closely considered in order to address the situation. Both internal structural changes and external business or political changes need to be undertaken.

Bowey (1974) states that changes such as the present career system (including patterns of promotion and movement, of recruitment and wastage), the characteristics of those who currently occupy senior positions, and the organisation's future supply of talent needs to be considered. Armstrong (1995) also reiterated the importance of human resource planning. He noted that it aims at ensuring an organisation, finds and retains the number of people it needs with skills, expertise and competences required. He also stated that HRP makes the best use of its human resources and is able to anticipate the problems of potential surpluses or deficits of people only when it is planned for.

In planning, the organisation reduces its dependence on external recruitment when key skills are in short supply. This means formulating retention as well as exploring development strategies. Armstrong noted that human resource planning can also develop a well-trained and flexible workforce, thus contributing to the organisation's ability to adapt to an uncertain and changing environment. Human resource planning, therefore, guarantees the organisation of qualified candidates for vacancies that may occur in key positions. It gives the organisation an orderly procedure for planning, transfers and promotions. It also gives a picture of the internal resources available to the organisation, and it provides the organisation with the information needed to develop available talent more fully with appropriate training and experience.

Current issues also make human resource planning very important. These include the ever growing size and complexity in the operations of organisations,

more specialists skills to accommodate in the organisation of staff in general have rising expectations about their life chances' in the organisations. Again, respect for employee rights through legislation and high cost of human resources all contribute to making the planning of human resources very critical in any organisation.

Bowey (1994) suggests that plans for expansion or contraction must be considered in assessing the human resource needs of an organisation. An organisation that is bound to expand, whether as a result of vertical or horizontal integration or through increase in sheer size, must necessarily increase her human resource. On the other hand, a plan to reduce the size of the organisation will call for lay-offs, declaration of redundancies and inducements towards early retirement. Changes or anticipation in the demand of products and services of the organisation also affect the future human resource needs of the organisation, according to Bowey (1994). An increase or decrease or anticipated increase or decrease in the demand of a product or service of an organisation will prompt management to strategically increase or decrease the human resource strength of an organisation. The continued relevance of the product or service has an indirect impact on human resource planning.

Bowey (1994) states that human resource planning 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 and how the nature and extent of wastage will change during the run-down. He added that the utility of retraining, redeployment and transfers and what the appropriate recruitment levels might be should all be considered. Such an analysis would advise management in assessing the cost benefit of various methods of reduction and the time taken to meet targets established.

Bowey (1994) states changes in product of the organisation would also influence the human resource planning of an organisation. For instance, an organisation which increases her range of products to the public must necessarily alter her staff strength, if not in numbers then in terms of capacity, to cater adequately for the increased range of products. The inverse is true where the range of products is decreased. Here the staff must be reduced to produce efficiently. He further stated that, if an organisation strategically abandons her products for another the change in human resource will not just be in numbers. It will demand training and retraining of either existing staff or engagement of fresh brains to resource the organisation. Technological changes demand a regular appraisal of the capabilities of the organisation's human resource and therefore the entire human resource needs of the organisation.

Retention capability and recruitment potential could be discussed together as far as they both are affected by certain factors. Bowey (1994) explanation is that issues such as alternative roles of employees, alternative jobs for them, career prospects for staff and comparative pay and other benefits impinge both on the organisation's retention capabilities and her potential to recruit the desired and adequate human resources. Where for example a worker becomes a mother, she may decide not to work at all and rather become a full time mother. When this happens, the organisation will lose an efficient staff.

Availability or unavailability of alternative jobs can affect both retention capabilities and recruitment potential of an organisation as workers look around consistently for better placements. The ease or difficulty of human resource planning is affected.

Another which Bowey (1994) mentions as affecting the retention capability of an organisation is interpersonal conflicts. Coffey, Cook and Hunsaker (1994) note that every relationship contains conflict, disagreement and opposed interests. They explained that an interpersonal conflict exist whenever an action by one person prevents or interferes with the action of another. However, it is not the existence of conflict that destroys relationships, but rather failure to handle conflict in constructive ways. This destruction of relationships could lead some efficient staff to take the path of least resistance, quit.

Increasingly, people are accepting the fact that their careers can no longer be left in the hands of their organisations. Bowey (1994) explains that the potential to recruit and capability to retain adequate numbers of efficient staff will largely depend on the career prospects of the person in his own view. He added that prospects to pursue a cherished career while contributing to organisational goals will be most rewarding to an employee and enable the organisation to plan fairly confidently, her human resource needs.

Bowey (1994) states comparative pay and other benefits is simply a question of 'the highest bidder wins'. Organisations which have it as a policy to rank among the highest payers in the economy normally have negligible turnover. He explains that employees carefully compare pay and other benefits with what pertains in comparable other organisations and decides to stay or leave the organisation.

Bowey (1994) again states that the way in which new staff is conducted during the induction period leaves an imprint on their minds. Many new staff make up their mind to stay in or leave the organisation during the induction period. Volumes of work (work overload) puts off many dedicated workers and work under

load, giving too little or mental jobs to someone according to Bowey (1994) could create retention problems.

Bowey (1994) added that, increases in population or decreases will ease or make more difficult the recruitment process since the population will also affect recruitment since, for example, a highly educated and skilled population will make recruitment very competitive.

The final point Bowey made was on the attractiveness of the work itself; this includes pay, autonomy, physical environment etc. also influence the organisation's ability to recruit.

2.7 RESPONSIBILITY FOR HUMAN RESOUCRE PLANNING

Bowey (1994) suggests in his definition that.”.....it is an activity of Management.....” Not all writers agree that human resource planning is the responsibility of Management. Beardwell and Holden (1934) distinguish between three kinds of organisations based on size. They explained that the responsibility of planning human resource needs of the organisation was dependent on the size of the organisation. Traditionally, they indicated that, in large organisations the human resource planning functions have the prerogative of either the personnel department or a specialist manpower planner within the personnel department, while “in many smaller organisations, often and in the absence of any well defined separate personnel department the process of human resource planning would have been conducted by the manager of the organisation. The third category of organisations is the “small-family-owned” or start-up organisations. According to them in this category, the human resource planner may well be the wage clerk, financial manager, and the marketing and distribution manager’.

Hannagan (1995) indirectly places the responsibility of human resource planning on Management when he suggests that 'preparing a human resources plan, aids in management activities, stifles duplication of effort and eliminates unnecessary waste'.

Thomson and Mabey (1994) point out that human resource planning, should follow from organisational/human resource policy and strategy formulation. The strategy and policy formulation are usual responsibilities of top management, it is the later therefore that is responsible for human resource planning.

2.8 LIMITING FACTORS TO HUMAN RESOURCE PLANNING

The main reasons mentioned by Graham (1980) on the difficulty in HR planning in practice are as follows:

- a. Type of industry - Some depend on new product development in an extremely competitive environment, others may be dependent on political decisions which are impossible to forecast, and others work on a tendering basis, so that plans can only be short-term because it is never know whether a tender will be accepted.
- b. Opposition of skepticism among members of Management - All must be convinced of the value of human resource planning if it is to be a success.
- c. Resistance to the changes expressed in the plan - The forecasts of labour structure, with their effects on skills and status, may be regarded as a threat.
- d. The difficulty of making accurate forecasts of social and economic changes.
- e. The need to have very complete and accurate employee records, maintained for at least the last five years.
- f. The plan may indicate recruitment and training programmes which, although desirable, may be impossible to put into practice due to financial constraints.

In general the longer the period over which the plan is made the greater the effect of these limiting factors. Nevertheless, long-term human resource planning is a growing practice particular in large companies which have to plan their expenditure on capital equipment several years ahead. The difficulties in recruitment, selecting and training human resources on the one hand and of making them redundant on the other are so great that human resource planning is simply justified even though its results may be somewhat inaccurate.

As Graham (1980) stated, the issue may well summarise our view that, "the concept of planning for the present and future needs of the organisation is fundamental to the effective use of employees, yet many organisations find it a difficult process in reality. The requirements of today and the need to handle current crisis often distract general managers and human resource managers from standing back and taking a longer term view. Consequently management is often criticized for 'fire-fighting' and merely reacting to change, rather than anticipating it."

2.9 HUMAN RESOURCE PLANNING AND SUCCESSION PLANNING

Succession planning is usually undertaken to ensure that, as far as possible, suitable personnel are available to fill vacancies created by promotion, retirement, death, resignation or transfer. It also aims to ensure that a pool of personnel is available to fill new appointments that may be created in the future.

Armstrong M. (1981) explains that '.....the information for managing succession planning comes from organisation and manpower reviews and assessments of performance and potential'. Thus, it seems the responsibility of management, during the annual (or other) appraisals to carefully gather the necessary information which according to Armstrong '.....needs to be recorded so that decisions can be made on promotions and replacements, and training or

additional experience arranged for those with potential or who are earmarked for promotion’.

As in all other human resource planning and development activities, for succession planning to be successfully undertaken, it must take care of the developmental and career aspirations of the individuals concerned. Thomson and Mabey (1994) stated that, ‘....succession planning is not merely replacement planning; it is differentiated by its strategic focus on the active development of potential successors.’ They purported that researchers discovered that organisations that were discovering a successful succession planning had to take full account of individual career aspirations.

2.9.1 Problems with implementing succession planning

Thomson and Mabey (1994) mention a number of barriers to implementing succession planning. Some of these barriers are when it is perceived that there are no strong candidates at middle and senior levels, the organization looks outside to fill vacancies of importance. Secondly, in acquired or in merged companies, it is not clear how to evaluate and integrate management potential and reluctance of managers to give up high potential people for developmental job moves. Finally, they stated that where an organization is demand-driven, turbulent operating environment may create fast moving markets with shorter product life cycles and rapid technological change, thus impacting the implementation of succession planning.

2.10 HUMAN RESOURCE PLANNING AND CAREER DEVELOPMENT

Rainfall (1994) quotes two definitions of career which both imply the concept of development. The first is from Best Wilensky (1960): ‘... a succession of related jobs arranged in a hierarchy through which persons move in an ordered,

predictable sequence.’ And then, Hughes (1937) says: ‘... a career consists, objectively, of a series of status and defined offices ... subjectively, a career is the moving perspective in which the person sees his life as a whole and interprets the meaning of his attributes, actions and the things which happen to him.’

Over the years, the organization has been responsible for staff career management. Personnel went through planned movements around and up the structure over time. These were done as part of the human resource planning activity of the organization. This happened often in Ghana where most people wanted to work for large companies, for multinational companies and nationally established organizations like public corporations. These people expect to stay with such organizations for most of their careers because career ladders were clearly designed and employees could count on holding on to their jobs for as long as they wished, probably retirement.

Nonetheless, such loyalty is fast changing according to studies in the area. As a result of restructuring and reorganizations of many public and private organizations which led to many lay-offs and employees are forced to rethink through their careers. Global changes in the structure of many organisations through contracting out of jobs peripheral to their core business, and thereby increasing specialization in the organizations have affected the structures of organizations greatly. These changes have turned the trend of career management and development.

Noe et al (1994) on the issue, stated: ‘Companies career management policies and employees’ beliefs regarding their career will have to change to successfully meet competitive challenges ... Changes in employees values suggest that many employees may be less interested in promotions and status, which are

traditional indicators of career success, and some interested in employment that is congruent with their personal values. For employees trend toward flatter organizational structures mean that career increase can no longer be defined in terms of promotions – fewer will be reliable. This has resulted in changes in the psychological contract between companies and employees; that is the expectations employees and employers have for each other'. They suggested therefore, 'that companies must help employees understand that types of career moves, such as job rotation and lateral moves, are signs of career success, not failure. Employees have to realize that job security is not possible. They must increase their value by taking responsibility for career planning'.

Fa Hermerhorn et al (1997) in agreement with Noe et al (1994) emphasized that 'thoughts about careers take on a special relevance in the new workplace'. To them employees are under constant change pressure to review and re-assess their career progress. This, they re-iterate are because of the shrinking sizes of business, which therefore employ fewer people and organizations becoming flatter in structure than before. This requires co-ordination rather than hierarchical supervision. In the above setting the old notions of a personal career development based within a single organization are obsolete, they declare. They go on to quote Charles Handy (1986) in which the latter similarly argues forcefully that each of us must take charge of our own careers and prepare for inevitable uncertainties and changes by building a portfolio of skills which must be subject to continuous development. To Handy (1986) it is an entirely personal responsibility, the tasks of selecting a job assignment and developing one's career.

2.11 HUMAN RESOURCE PLANNING AND PLANNING FOR RETIREMENT

Effective human resource planning enables the organisation to assist employees to plan their retirement and eventually retire in peace, and have a fulfilling life without feeling too suddenly cut off from the way of life they have been used to for years. The organization on the other hand also benefits from the scheme since it is able to plan replacements, train them and be sure of their competence well before assuming their roles. As Sherman et al (1996) recommend, as employees approach retirement they may be encouraged to participate in pre-retirement programmes which often include counseling along with other helping activities.

It is not only employer-sponsored pre-retirement programmes that are helpful to employees. Indeed, as Sherman et al (1996) put it, ‘ it is each individual’s responsibility (as in contemporary career planning) to plan early in order to have set the stage for a healthy and satisfying retirement as free as possible from worries.....’

2.12 SUMMARY

The human resource of an organisation is her most important asset. The issue at stake here is not how many people should be employed but ensuring that all members of staff are making effective contribution to the achievement of the objectives of the organisation. Research has shown that it is very vital for an organization to plan for its future human resource needs. The length of time for which the plan is drawn is also important to consider. The literature also highlighted the need to adopt relevant steps in planning for the organizations human resource. Of particular importance is the security of personnel data, that is, as regards its

collection, regular updating and storage. The next chapter details out the methodology for finding out the extent to which the nation plans for its human resource in the petroleum industry.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The strategy employed to study the HRP Policy of the petroleum industry in Ghana was the case study. Qualitative methods were utilized to implement the research design. This chapter will discuss the research design and method employed in the study.

Case study is defined by Yin (1994) as an empirical inquiry used to investigate contemporary phenomenon within the real-life context or setting with the use of multiple sources of evidence. Yin (1994) contends that the case study is an all-encompassing research strategy that is defined as an empirical inquiry that investigates a contemporary phenomenon within the context of real life.

In defining the method of inquiry, Stake (1998) identifies three categories of case study. There are the instructive case study, the collective case study and the instrumental case study. According to Stake, the instrumental case study takes a particular case, examines it, in order to provide insight into a specific issue or refinement of theory. This category of case study fits the intent of this study. The exploration of the HRP Policies of GNPC will serve to inform the question of the readiness of the nation and the emerging oil industry. GNPC thus, is the object of study. The case study approach assumes an organization must be understood in holistic and requires understanding of the dynamics at work within the organization as well as the framework that has shaped its development over time. A case study design using qualitative methods allowed for the perception, attitudes, assumptions and interactions to be studied. Qualitative methods were therefore employed to study HRP Policies in the oil industry in Ghana.

3.2 CRITICISM OF CASE STUDY

A frequent criticism of case study methodology is that its dependence on a single case renders it incapable of providing a generalizing conclusion. Yin (1993) presented Giddens' view that considered case methodology "microscopic" because it "lacked a sufficient number" of cases. Hamel (Hamel et al., 1993) and Yin (1984, 1989, 1989b, 1993, 1994) forcefully argued that the relative size of the sample whether 2, 10, or 100 cases are used, does not transform a multiple case into a macroscopic study. The goal of the study should establish the parameters, and then should be applied to all. In this way, even a single case could be considered acceptable, provided it met the established objective.

The unit of analysis is a critical factor in the case study. It is typically a system of action rather than an individual or group of individuals. Case studies tend to be selective, focusing on one or two issues that are fundamental to understanding the system being examined.

Case studies are multi-perspective analyses. This means that the researcher considers not just the voice and perspective of the actors, but also of the relevant groups of actors and the interaction between them. This one aspect is a salient point in the characteristic that case studies possess. They give a voice to the powerless and voiceless. When sociological studies present many studies of the homeless and powerless, they do so from the viewpoint of the "elite" (Feagin, Orum, & Sjoberg, 1991).

Case study is known as a triangulated research strategy. Snow and Anderson (cited in Feagin, Orum, & Sjoberg (1991)) asserted that triangulation can occur with data, investigators, theories, and even methodologies. Stake (1995) stated that the protocols that are used to ensure accuracy and alternative explanations are called

triangulation. The need for triangulation arises from the ethical need to confirm the validity of the processes. In case studies, this could be done by using multiple sources of data Yin (1984). The problem in case studies is to establish meaning rather than location.

Stake (1995) and Yin (1994) identified at least six sources of evidence in case studies. The following reflects the research of both Yin (1994) and Stake (1995), Documents, Archival records, and interviews. The rests are direct observation, Participant-observation, and physical artifacts. They stated that, documents could be letters, memoranda, agendas, administrative documents, newspaper articles, or any document that is genuine to the investigation. In the interest of triangulation of evidence, the documents serve to corroborate the evidence from other sources. Documents are also useful for making inferences about events. Documents can lead to false leads, in the hands of inexperienced researchers, which has been a criticism of case study research.

Archival documents can be service records, organizational records, lists of names, survey data, and other such records. The investigator has to be careful in evaluating the accuracy of the records before using them. Even if the records are quantitative, they might still not be accurate.

Interviews are one of the most important sources of case study information. There are several forms of interviews that are possible: Open-ended, Focused, and Structured or survey. In an open-ended interview, key respondents are asked to comment about certain events. They may propose solutions or provide insight into events. They may also corroborate evidence obtained from other sources. The researcher must avoid becoming dependent on a single informant, and seek the same data from other sources to verify its authenticity.

Further, Yin (1994), the focused interview is used in a situation where the respondent is interviewed for a short period of time, usually answering set questions. This technique is often used to confirm data collected from another source. The structured interview is similar to a survey, and is used to gather data in cases such as neighborhood studies. The questions are detailed and developed in advance, much as they are in a survey.

Direct observation occurs when a field visit is conducted during the case study. It could be as simple as casual data collection activities, or formal protocols to measure and record behaviors. This technique is useful for providing additional information about the topic being studied. The reliability is enhanced when more than one observer is involved in the task. Glesne and Peshkin (1992) recommended that researchers "should be as unobtrusive as the wallpaper."

Participant-observation makes the researcher into an active participant in the events being studied. This often occurs in studies of neighborhoods or groups. The technique provides some unusual opportunities for collecting data, but could face some major problems as well. The researcher could well alter the course of events as part of the group, which may not be helpful to the study. Physical artifacts can be tools, instruments, or some other physical evidence that may be collected during the study as part of a field visit. The perspective of the researcher can be broadened as a result of the discovery.

Yin (1994) noted that not all sources are relevant for all case studies. He stated that the investigator should be capable of dealing with all of them, should it be necessary, but each case will present different opportunities for data collection.

3.3 SAMPLING

It is often not practical or possible to study an entire population, so it is necessary to make general findings based on a study of a subset of that population. A subset of the population is known as a sample Melville & Goddadr (2001). Sampling is an empirical survey research method that depends upon a sample which is assumed to represent a population accurately. It is a part of a group or aggregate selected with a view to obtaining information about the whole group or population. Therefore, the techniques by which the sample is chosen are vital to the research findings.

There are two types of sampling techniques; probability and non-probability sampling. Probability sampling occurs when people constituting a sample are chosen because the researcher has some notion of the probability that they will be a representative cross-section of the whole population being studied. On the other hand, non-probability sampling is conducted without such knowledge about the sampling being representative of the overall population. The probability sample may consist of random, systematic, stratified, quota, cluster or multi-stage sampling. Non-probability sample may consist of judgement, convenience and quota sampling although their representation of such a sample can not be ensured.

For the purposes of this study, we will use the non-probability sampling method. To answer research questions and to meet the objectives of the study, it is necessary to carry out an in-depth study that focuses on a particular case study in which one could explore. Again limited time and resources has dictated the use of this technique.

3.4 UNIT OF ANALYSIS

The unit of analysis for the study is the Ghana National Petroleum Company (GNPC), because it is the sole company in that industry in Ghana where one expects to have all the specialised units in the oil industry. The study will focus on the headquarters of GNPC since we would expect that most of the HR planning programs would be operational there.

3.5 PRE-TESTING OF INSTRUMENT

Pre-testing is part of the preparation for the actual interview and is therefore an important step to undertake in order to eliminate and avoid mistakes of which the researcher may not be aware. The interview questionnaire was tested with the HR department staff of the CSSVD Control Unit (COCOBOD). After which the questionnaire was streamlined and edited before being sent to GNPC.

3.6 DATA COLLECTION PROCEDURES AND PROCESS

In an effort to study the existence of HR planning in the oil industry, using GNPC as a focal point, various approaches were employed to collect the necessary data. Both primary and secondary sources were utilised.

3.6.1 Secondary Sources

Pertinent secondary sources were referenced to supplement initial research made online. The main objective of this review was to identify key assumptions and existing implicit theoretical positions. In order to gain ample knowledge of the operations of GNPC, an extensive document review was conducted. Other documents on the processes of the oil industry were reviewed to gain more understanding of the chosen industry. The focus of the review was to identify the character and composition of the HR planning policy of the oil industry in Ghana. Information gathered from the secondary sources was combined with those from the

interviews to formulate a complete picture of the research questions. Secondary sources and documentary records from GNPC supplemented information from interviews.

3.6.2 Primary Sources

The Primary source of data for this study was the interview method. The focus interview technique was employed. Initial plan for the interview was to have a face-face interview sessions with staff in the technical, engineering and HR units of the corporation. The intention was to use close-ended questions to elicit consistent pattern of response. The questions were tailored to probe into the HR Planning policies of GNPC. Again, it was intended to solicit different views on the impact of the HR planning policy in GNPC in relation to the anticipated oil boom in the country. From the point of view of non-management staff and to elicit their views on what needed to be done.

A significant effort was made to formulate a diverse and knowledge based interview pool that would include individuals with a range of exposure on the subject matter. Due to the change in government and the transition exercise from the past to the new government in the country as a whole, it was not possible to meet with all the proposed personnel. Relevant information was derived from face to face unstructured interview with key personality and officers of the GNPC. These personalities are chosen because of their prominent role in the development of HR planning. Interview participants were selected based on gathering information from key informants and also based on their level of experience of knowledge of the policies of the corporation.

Initially, pilot interview questions and a letter seeking to conduct interviews were submitted to the Managing Director of GNPC for his approval. The interviews

were conducted both telephone and in person held at the GNPC headquarters offices in Tema in the offices of the participants with staff of the human resource division. Participants required special permission from the Managing Director in order to discuss some of the interview questions. Each participant was offered the opportunity to review interview questions prior to the interview. The personal interviews allowed for the observation of body language, physical setting and organizational norms and culture. Senior and mid-level staff of the HR department was interviewed. Interviews were conducted, ranging in time from two hours to four hours for three days.

The interviews emphasized the participants' experiences and involvement with the HR planning policies of the corporation. The interviews focused on a range of topics that included standardized questions, current issues, implementation of policies and recommendations for better HRP. The intent of the interviews was to capture perceptions; understanding and attitudes comments and discussions related specific facts were cross-referenced with secondary data and other interviews. Following the interviews, the results were reviewed to determine any existing patterns. This allowed for an inductive analysis of the interview responses.

3.6.3 Difficulty of access

The company found itself in a difficult situation owing to external events which was unrelated to any perceptions about the nature of the request to be interviewed but due to the change in political government and the overwhelming interest in the oil discovery by several sectors. Physical access to the company was granted by Management. It was however difficult gaining informal acceptance from internal participants in order to gain access to data that they are able to provide.

3.6.4 Feasibility of data collection procedure

The issue of feasibility led to the refinement of the research questions and the method of eliciting information. Due to time constraints available for interviews and non availability of staff, interviews were conducted with only the Human Resource Director and one Human Resource Officer.

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CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF RESERACH

FINDINGS

4.1 INTRODUCTION

As mentioned in chapter three, structured interviews were conducted with Divisional Directors to represent the corporation. The interview questionnaire was pre-tested. The questionnaire responses were anonymous and interviews were confidential. This chapter will represent the analysis, interpretation and discussion of the results of the study and literature review. It shall also discuss the type of data analytical procedure employed. HRP is an important developmental staff activity which assesses the effectiveness of staff development undertaken for the individual as a whole and to inform future staff planning.

4.1.1 Analytical approach

Dey (1993) as quoted in M. Sunders et all (2007) stated that: "Quantitative data is based on meanings derived from numbers, collecting results in numerical and standardised data and analysis conducted through the use of diagram and statistics. Qualitative data is based on meanings, expressed through words, collection of results in non-standardised data requiring classification into categories and analysis conducted through the use of conceptualisation." Thus a clear contrast can be drawn between results from quantitative data collection and qualitative data.

The process of qualitative analysis involves the development of data categories, allocating units of original data to appropriate categories, recognising relationships within and between categories of data and developing and testing hypotheses and propositions to produce well-grounded conclusions. Theses include both deductive and inductive approaches. A deductive analytical approach is one

where you will seek to use existing theory to shape the approach to be adopted to the qualitative research process and to aspects of data analysis. An inductive analytical approach is one where you will seek to build up a theory that is adequately grounded in a number of relevant cases.

4.1.1.1 Implications of using a deductive analytical approach

M. Sunders et al (2007) stated that in using a deductive analytical approach, one is in a good position to start data collection with a well-defined research question, objectives and clear propositions derived from used theory and to identify sampling designs and methods, that is, the organisation one wishes to gain access to undertake data collection to answer research questions is easy to decide on. They stated that, again using deductive analytical approach gives other advantages such as use of the approach and theory helps shape the data collection questions. It is also easy to set categories from theories, hypotheses, propositions and conceptual framework. The added that deductive analytical approach provides key themes and patterns to search for and analysis is guided by theoretical propositions and explanations which one started with.

4.1.1.2 Implications of using inductive analytical approach

Some implications of using inductive analytical approach, as mentioned by Sunders (2007) are managing and categorising a large number of code labels from data collected, working with smaller units of data, recognising significant themes and issues and focusing on them for future data collection. In addition to these are recognise the relationship between categories and rearranging them and verify apparent relationships against actual data.

For the purposes of this study, the qualitative data analysis approach was used. Qualitative data refers to all non-numeric data or data that have not been

quantified and can be a product of all research strategies. Qualitative data analysis procedure allows one to develop theory from data collected. The deductive analytical approach method was employed for analysing our findings. This approach best fitted our purposes considering the limited time for the studies.

4.2 RESEARCH ANALYSIS

This section analyses the responses from the GNPC human resource department staff on the existence of the human resource planning policy and its implementation, among others.

4.2.1 Personal Details

The personal details as shown in Table 4.1 indicate that the staff employed to operate the human resource department of the organisation are highly qualified in their field. It suggests therefore that, as professionals in the human resource area, their views on the subject matter could be seriously taken. We could also deduce that, the male gender dominates at GNPC. This deduction may stem from the fact that 100% of our respondents are male. This male dominance at GNPC may perhaps be attributed to the nature of the work or due to lack of interest of the female gender in the nature of work they undertake. Our respondents are in the management and senior level positions in the organisation. This indicates again, that they have full authority to express their views and they also influence policies and their implementation in the organisation.

Table 4.1

Personal Details

	1 st Respondent	2 nd Respondent
Department	Human Resource Department	Human Resource Department
Position	Director of Administration and Human Resource	Principal Human Resource Officer
Work Level	Management	Senior Staff
Educational Level	Tertiary	Tertiary
Length of service with GNPC	Over twenty years	Two years
Gender	Male	Male

4.2.2 Responsibility to develop staff

Interviewees were asked whose responsibility it is to develop staff in their organisation. This question was asked to find out the practice of staff development at GNPC. There has been a lot of debate around the issue of whose responsibility it is. Findings were that, it was the responsibility of the organisation to see to it that they develop staff to fill higher positions when the need arise and to be able to keep up a good standard of performance and hence work output. The staff member was equally responsible for his/her career path.

The following people are responsible for staff development at GNPC. First, is the employee who must request training because he/she knows what skills is required to perform his/her job well. Then, the supervisor or departmental head who create a climate which encourages staff development and training, provide resources and support to employees. And finally, the employer who is responsible for policies

4.2.3 Functional Divisions at GNPC

GNPC has three main functional divisions who report through a Director to the Managing Director. These divisions are the Operations which includes Exploration and Production. The departments under this division are Geology, Geophysics, Engineering, Information systems, Data Management and Communication. Administration division includes the human resource management and administration. Administration has procurement, estates, transport, shipping and protocol and security under it. The Finance division has Accounts, Treasury and Finance units.

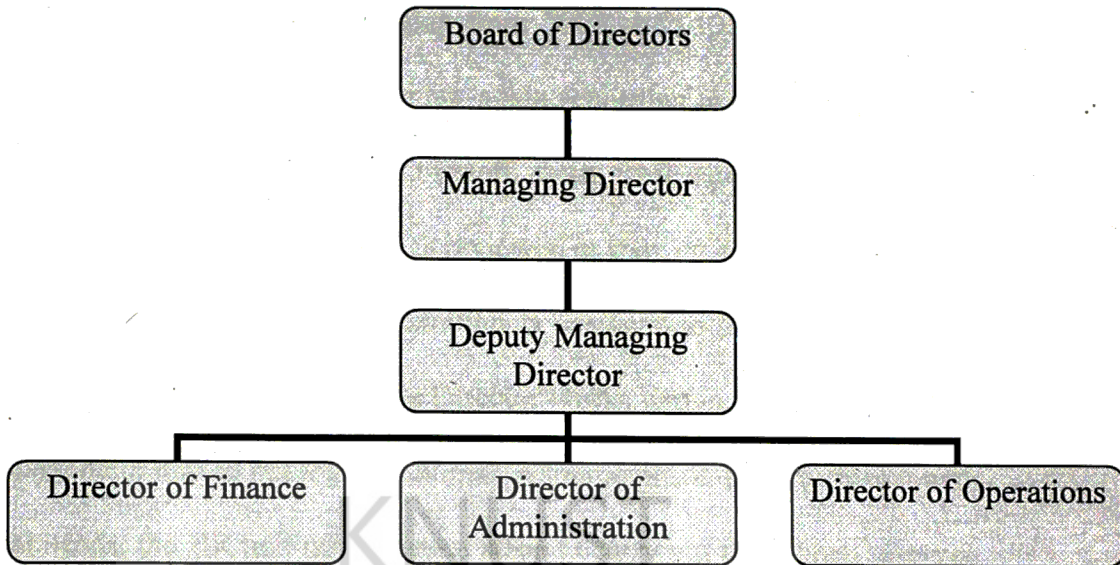
Four other sub-divisions in the organisation, listed below, do not have directors but report direct to the Managing Director. It must be noted that the Internal Audit sub-division reports direct to the Board of Directors. These sub-divisions are Economic and Evaluation and Monitoring/Marketing, Legal Services and Board Secretariat, Public Affairs and Internal Audit.

4.2.4 The Organisational Structure of GNPC

The Organisation is headed by a Board of Directors. Managing Director and his Deputy reports to the Board of Directors. There are three Directors namely, Finance, Administration and Operations under who are Managers and officers. The organisational structure of GNPC changes as the company strategy changes. These were the words of one of the interviewee concerning the organisational structure: "What you see today might not be the same the next time you come here".

Fig. 4.1

Abridged Organisational Structure of GNPC, March, 2009



4.2.5 Succession Plan

GNPC has a successions plan covering a period of ten (10) years. GNPC has an underlying policy to succeed from within. Mindful of given current experiences, outside recruitment is sometimes needed. GNPC keeps improving on the system of management. Depending on the requirement at any stage, the best plan is administered.

4.2.6 GNPC Strategic Plan

GNPC has a five (5) year business plan which covers all the division of the company. The main business of the organisation is Oil Search and Management. The plan covers other areas such as exploration and production of oil and gas, financial management and investment, human resource planning and the economic and monitoring area. The business strategic is reviewed yearly. Ultimately, the Managing Director is answerable for the business plan. There is however a team, the Economic and Evaluation team, who coordinate and analyse the company's business plan. This team works together with all the divisions and puts together a holistic corporate plan.

4.2.7 GNPC's Human Resource Plan

GNPC has a five (5) year plan ranging from 2008 to 2013. They also have a 2009 to 2014 plan improving on the previous, again according to the demands of the industry. The HRP covers all categories of staff, from professionals to junior staff level. Per the company strategy, this plan is reviewed as they go along. It is basically demand-driven. The Director of Administration is answerable for human resource management and hence the planning. This Director works with a team in the human resource management unit to put together human resource plans. In conjunction with the divisional heads, the HR unit takes several steps to carry out the human resource plan:

- i. We review and confirm the organisational structure as it exists and anticipated over a period of time.
- ii. Compile an inventory with Bio data
- iii. Define job competencies for all the jobs in the organisation beyond the classroom qualifications
- iv. Match current employees to the available and required jobs to determine if the corporation has what it needs to meet its objectives, then we decide what next step to take.
- v. Forecast the demand and supply of critical job openings.
- vi. Develop and implement an effective job training
- vii. Develop a succession plan

4.2.8 Qualification of staff

Currently, GNPC has 57% of total staff making up management and senior staff. 39% are professionals with 19% as Technicians and Analogous positions. 24% are junior staff, as shown in Table 4.2 below. In 2000, the government of

Ghana decided to focus on promoting the potential of the corporation, stop self-financing and rather bring in investors to drill. That explains the downsizing from 600 staff to 78 staff in the year 2001.

Table 4.2 Percentage of Technical and other professional staff as at January, 2009

Group	Number (#)	Percentage (of total #)
Group A		
Geologists	15	
Geophysicists	12	
Petroleum Engineers	29	
Sub Total	56	39%
Group B		
Other Professional group (HR, Legal, etc)	25	18%
Sub Total	81	57%
Group C		
Technician and Analogous positions	27	19%
Total (Groups A, B, C)	108	76%
Group D		
Junior Staff	34	24%
Total % (Groups A, B, C, D)	142	100%

4.2.9 GNPC training needs assessment

GNPC uses a 360 degrees style of performance appraisal to determine the appropriate training for staff. This style includes self appraisal, peer appraisal and Manager's appraisal. Also a complete inventory of competencies is done which

informs the decision to the training needs. Emerging business opportunities and challenges also influence the decision to train staff. With the introduction of new business or technology, staff might need some form of training to be able to perform as expected. Basically, a training needs assessment is made.

After an employee's performance appraisal or as a need arises, say new technology, the direct supervisor together with the employee, and agrees on a particular training. This request is sent to the HR department who then liaises with the appropriate institution and makes logistical arrangement for the training. It is the responsibility of the employee to see to it that the training agreed upon is done. After the training, the employee is required to submit a report together with his/her certificate of participation. The training institute also submit a report with the bill. GNPC has a post training evaluation scheme which is done by the Unit or department head. Again the Unit head monitors performance of staff and furnishes HR with a periodic report. Ultimately, the training is reflected in the job delivery of the person.

4.2.10 Cultural, Environmental and other factors which affect HRP in GNPC

GNPC is more affirmative in this regard. Management attaches professionalism to recruitment. It looks out for the most qualified person rather than ethnic or other influences because the skills required are highly technical.

4.2.11 Promotions or Appointments of staff

Promotions are primarily performance based. All employees have equal opportunities. Long service is not a guarantee for promotion but an advantage. GNPC advertises internally for vacancies to be filled. When necessary, external advertisement is made.

4.2.12 Vacancies forecasted in the next five years through

Looking at the schedule for retirement for each year, GNPC has forecasted number of staff due retirement using their age profile. This has been done for the next five years and reviewed annually. As for resignations, one has no control over it. Study leave is not predetermined. It is granted as and when it is necessary. GNPC grants study leave without pay and also those who are fully sponsored (study leave with pay). Others are leave without pay for circumstances such as personal reasons (i.e. a spouse joining the other for a year or so). Primarily, GNPC considers filling these vacancies from within the organisation. Employees going on study leave without pay or leave of absence are not always guaranteed a place upon return.

4.2.13 Challenges being faced in implementing HRP at GNPC

- Lack of understanding of what HRP is by Management

Management understand HRP and facilitates its implementation in the organisation. Hence, HRP forms part of the company's strategic plan.

- Lack of data in forecasting manpower demand and supply

Data is built as they go along. This has been quite a challenge for GNPC that is, keeping up the pace of change. However, they keep up and regularly review and update data.

- Lack of qualified staff

Regular appropriate training is given thus not a problem for GNPC.

4.3 INTERPRETATION OF FINDINGS

1. From our studies, we found that GNPC had a working HR Planning policy.

Although copies of these plans would not be made available, they were shown to the researcher on file. GNPC had a policy of reviewing their HRP

every year. What they have is HRP for the period 2008 – 2013, then 2009-2014 etc.

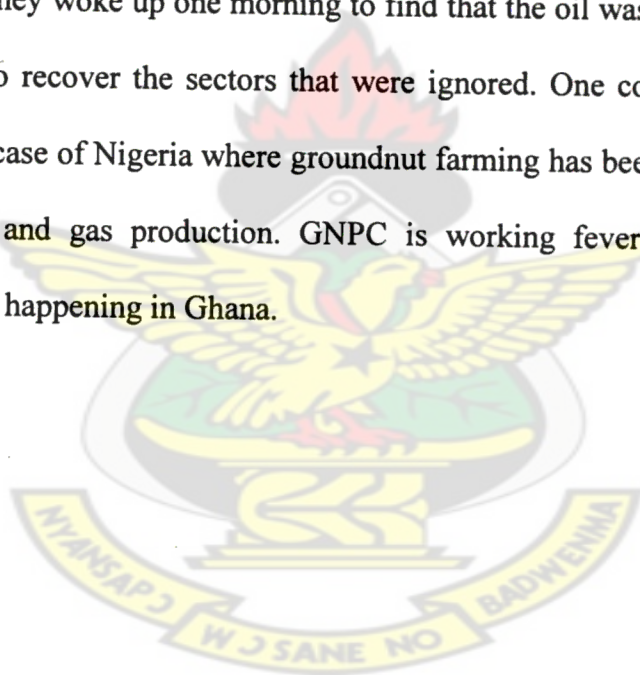
2. GNPC's HR planning policies are tailored towards the current trends in the oil industry in Ghana. Currently, they have plans for the staff required at the rigs, head office and this involves both professionals and other staff. GNPC's HRP covers all levels of staff.
3. The organisational structure of GNPC is very supportive of an effective HR planning. The hierarchy is almost flat, allowing for quick and effective information flow.

From our studies of the operations and HRP of GNPC we gathered that, a lot of work is being done in the area of getting the company in readiness for the oil production in the country. There are several meetings and workshops being held to educate the all stakeholders including the general public on the pros and cons of the oil production in the country. Of utmost interest are the educational institutions.

Currently the company is partnering with training organisations, both local and foreign, to come in to assist with the training of people at all levels. GNPC is in close contact with the polytechnics, universities and other institutions to work out a curriculum that would feed the industry. What we need to bear in mind is that, it is not only the direct production of oil that would need human resources but also the derivative jobs or ancillary jobs that would be created as a result of the oil production. Thus GNPC is not only concentrating on getting ready professionals to work on the oil rigs but also focusing on educating the public to be prepared for all the other jobs that would be created as a result. Again, to mention a few are a boom in the petro chemical industries, insurance companies, banks, hospitals, schools, hotels and many more.

GNPC is also working on publications to educate the public about the dangers and benefits of the oil industry. The Public Affairs unit of the company is in constant touch with the media houses and other publishers putting together the best information to the general public's consumption. The GNPC website is also very populated with information on the same.

GNPC recognises the rippling effect of the oil and gas production in the country. The public expectation for instance needs to be well managed and controlled to avoid the "Dutch effect". The "Dutch effect" refers to the situation in Holland when oil was discovered. Other sectors were abandoned and oil production become everyone's bay until they woke up one morning to find that the oil was all gone then they stumbled back to recover the sectors that were ignored. One could relate the "Dutch effect" to the case of Nigeria where groundnut farming has been relegated to the back due to oil and gas production. GNPC is working feverishly towards avoiding this situation happening in Ghana.



CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The perceived oil discovery in the country may lead to a boom in the oil industry. The human resource skills required to make this boom a reality can not be over emphasised. This will be the concluding chapter restating salient issues, give a summary of findings, draw conclusions and make recommendations. This chapter provides the recommendations from the literature, the findings of the interviews of training and development at GNPC.

5.2 SUMMARY

This study sought to find out the following pertinent issues:

1. To find out how prepared the country is in terms of HR capacity in the areas of petroleum separation facilities, construction of off shore structures, pipeline manufacturing from steel and related works, welding and joinery, hooking up already built structures and a whole variety of operational and technical maintenance activities.
2. To examine the existence of human resource planning in the petroleum industry in Ghana.
3. To find out if human resource planning policy exists at all in the petroleum industry in Ghana, using GNPC as a case study.
4. The research questions employed are:
5. How responsive GNPC's HR planning policies are to current trends in the oil industry in Ghana?

6. Is the organisational structure of GNPC supportive of an effective HR planning?
7. What preparation has been made by GNPC to feed the petroleum industry with the required human resource (HR)?
8. Are there any plans put in place to train staff of the corporation, are there any plans to liaise with the tertiary and polytechnics to produce graduates with the requisite skills needed to fuel the petroleum industry?
9. Is there enough literature available to enlighten the populace about the dangers, benefits and general knowledge on the petroleum industry?

This study has attempted to show the importance of human resource planning. Like all other assets of the organization, such as material, machinery and equipment, the human resource must be adequately planned for by Management. The planning process, whether in the long or short term, should be carefully done to obtain the desired effects of having adequate numbers and quality of staff in the right place at the right time. Human resource has implications for, and is impacted upon by retirement, management development, career development and succession planning among others.

Presently, cocoa is the leading product for the Ghanaian economy. With the emerging petroleum industry, there is a likely shift of HRs from cocoa industry to petroleum industry in Ghana. The preparations being undertaken by GNPC, as the study revealed, if well implemented should not allow that to happen. It would not be the case of Holland, “the Dutch effect” nor the case of Nigeria only if we do it differently, by learning from their mistake.

5.3 RECOMMENDATIONS

The focus of this section is to propose a set of recommendations aimed at making the oil discovery a blessing to the country, given the findings drawn from the study. There are obvious difficulties in human resources planning and the longer the plan, the less accurate its projections and forecasts. For some organisations, the need to acquire and grow skills which take time to develop is paramount. These should not remove the necessity for human resource planning especially in well establishment organizations young or old, large or small. There are certainly practical benefits in optimizing the use of human resources and identifying ways of making them more flexible. It is therefore recommended that much more effort is put into the preparation of the oil industry in Ghana.

1. From research findings, it is recommended that more effort is put in by the government to improve on the HR capacity in the areas of petroleum separation facilities, construction of off shore structures, pipeline manufacturing from steel and related works, welding and joinery, hooking up already built structures and a whole variety of operational and technical maintenance activities.
2. Management of oil producing companies have the responsibility of investing in their human resources. They must therefore ensure adequate and regular training for all their current staff. For those they wish to employ in future, enough time should be allocated to training to enable the employee grasp the concept he/she is going to apply.
3. It is also recommended that key point for institutions to consider is career counselling for students in order for them to understand the need for their studies in various fields.

4. The educational institutions need to liaise more closely with the oil production companies so that we do not have a flood of graduates with no placement for them on the rigs or in the oil industry.
5. The Monitoring and Evaluation Unit of GNPC and other oil companies should be regularly assessed to ensure that capacity building issues are well addressed.
6. The Public Relations Unit of GNPC must be more accessible and close to the general public to ensure constant education on the dangers and benefits of the oil discovery to the nation.
7. They also need to ensure close links with the media to ensure the right information is disseminated to the public.
8. Ghana National Petroleum Company (GNPC) as our unit of analysis was narrowed for reasons stated in chapter three. I would recommend here that, a more comprehensive study be done in this regard, including all the oil production companies in the country to have a holistic view of what plans they all have concerning putting in place the required human resource for the oil industry in the country.

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APPENDIX

INTERVIEW QUESTIONS

QUESTIONNAIRE ON HUMAN RESOURCE PLANNING (HRP)

Please answer the following questions with regards to human resource planning at Ghana National Petroleum Company (GNPC).

Personal Details

DEPARTMENT:

.....

POSITION:

.....

Work Level: Management/Professional/Non-Professional

How long have you been employed at GNPC?

- ☐ 1-2 years
- ☐ 2-5years
- ☐ 5-7 years
- ☐ 7-10 years
- ☐ more than 10years

There has been a lot of debate around the issue of whose responsibility it is to develop staff. Who do you think must take this responsibility?

.....

.....

.....

Training and Development needs

1. In which law was GNPC established? PNDC law 64 or 84?

.....
What are the key functional divisions in the corporation?
.....

2. What is the organisational structure like?

.....
Do you have a succession plan?

- ☐ Yes
- ☐ No

If yes, is it strictly adhered to?

.....
Do you have a human resource plan in your organisation?

- ☐ Yes
- ☐ No

If yes, how many years does it cover?

.....
If you have, does it cover all categories of personnel?

.....
If No, how do you plan for the required personnel?
.....

3. Do you have a strategic plan for your organisation?

- ☐ Yes
- ☐ No

4. If yes, which areas does your strategic plan cover?

.....

5. Who has responsibility in your organisation for Strategic planning?

.....

6. Who has responsibility in your organisation for human resources planning?

.....

7. How does your organisation actually carry out human resources planning?

.....

8. Is your staff adequately qualified for the positions they hold?

.....

9. How do you decide what training is appropriate for a specific staff member?

.....

10. What steps do you take to ensure that training that has been identified during performance appraisal did take place?

.....

How do you ensure that a staff member who attended a specific course is applying what he/she has learned?

.....

11. In your opinion how effective are your training and development programmes?

.....

.....

12. How satisfied are you with your staff in terms of qualification?

.....

13. How satisfied are you with your staff in terms of competencies/skills?

.....

14. In your view are there any cultural/environmental factors which affect HRP in your organisation?

.....

15. Do you encourage staff to develop their career in the organisation?

☐ Yes

☐ No

If yes, how is this done?

.....

16. To what extent are promotions or appointments based on performance?

.....

17. How many vacancies do you forecast in the next five years through

☐ Retirement-

☐ Resignations -

☐ study leave -

☐ other -

.....

18. How do you plan to fill these vacancies?

.....

19. How do the following impact your HRP?

Retirement -

Resignation -

20. Besides training, how else do you develop or prepare your staff to take up higher responsibilities?

.....

21. How does the following affect HRP in GNPC?

- Lack of understanding of what HRP is by Management

.....

- Lack of data in forecasting manpower demand and supply

.....

- Lack of qualified staff

.....

- Lack of appreciation from top management of the need for HRP

.....

22. Is GNPC's HR planning policies responsive to current trends in the oil industry in Ghana?

.....

23. Is the organisational structure of GNPC supportive of an effective HR planning?

.....