

(3) Manpower Planning

(a) Background

1 The method for determining manpower requirements is a key factor in the efficient utilization of manpower resources.

- o An organization must have some rational basis for estimating manpower requirements based on projected workload.
- o Managers must consider manpower requirements in planning to meet work objectives.

2 In view of the above, each organization should have a method for forecasting on a continuous basis its long- and short-range manpower needs, and managers should make every reasonable effort to identify both present and probable future manpower requirements.

3 Various means for establishing manpower requirements include:

- o Work standards developed through work measurement, experience, or judgment. Such standards usually are of these kinds:
 - Statistical standards -- based on the data of past performance.
 - Engineered standards -- determined for specific situations by time and motion study, or by constructing from standard times for job elements or basic motions.
 - Estimated standards -- organization and staffing ratios based on experience, statistical data, and engineering estimates.
- o Work measurement -- the measurement of work performed which may include work elements as well as end products. It may involve effort exerted, work units produced, or time used; hence, it is a measure of activity and time and not necessarily of actual production or program achievement.
- o Productivity measurement -- the measurement of end products of given quality relative to the resources applied.
- o Special manpower studies of specific functional activities or organizations to gain some understanding of the manpower required and where improvements can be made. The results of such studies may be reflected in tables of organization or staffing ratios.