

4 While it may not be possible to use work standards or measurement as a means to determine manpower requirements for the total work of an organization, managers should seek out whatever yardsticks are available and establish a measurable relationship between workload and staffing. Accepting the work experience of a previous year as a basis for current or projected manpower requirements is not sufficient unless the staffing of the previous year has a rational basis.

5 Steps to determining manpower requirements include:

- o Analysis and appraisal of the work to be performed. The first step in a conscious attempt to determine manpower requirements is analysis and appraisal of the job to be done. Efforts in this direction may include:

- Internal mission and organization studies conducted by the activity staff.

- Continuing or special appraisals of programs through analysis of reports, regular agency reviews or inspections, or special, one-time agency reviews or inspections.

- o Inventory of the activity, taking into consideration the results of work and productivity measurement, employment trends, budget goals, etc.

- o Establishment of relationship between job to be done and inventory findings.

- o Forecast of manpower requirements.

6 To assure efficient and effective use of manpower resources, managers must design realistic policies, plans, and action programs to meet current and future manpower requirements.

7 Characteristics of such policies, plans, and programs include the following:

- o They must be based on present and projected manpower requirements and manpower availability. The manager must take into consideration such factors as (1) kinds of skills, abilities, attitudes, and numbers of personnel needed to do the job and (2) kinds of skills available in the organization and in the labor market.

- o They must contribute to mission accomplishment. Personnel policies, plans and programs must be designed as a means to an end -- mission accomplishment -- rather than as ends in themselves.