

HUMAN RESOURCE PLANNING AT LOCAL LEVEL

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PREFACE

Human resource planning, a seminal branch of human resource management, received fastidious attention over centuries. The concept, in partial and perfunctory form subsisted from long time in various disciplines like economics, mathematics, education and training, industrial relations and behavioural science. John Rowe's actuarial model, 19th and early 20th century human resource planning focused attention mainly on hourly production, employee productivity and planning of careers. 1960s expanded demand for high-talent human resources resulted from high-technology programs, rapid corporate expansion and diversification spurred development of sophisticated mathematical models like aggregate planning, task analysis, ratio analysis, trend analysis and other scientific models of human resource planning. Unfortunately, in more than 30 years times, those sophisticated models are yet to be introduced in Bangladesh, particularly, in government offices. Rigid administrative norms, structure and process modelled on British traditions, are still dominant. Managerial experience and judgements hold seminal guide in human resource planning. Administrative reforms studies have inadequately discussed the topic. Thus, the research has been undertaken to evaluate the present human resource demand and to design appropriate model for thana administration. Thana administration, having its uniform structure, role and functions, have been choosoen for this study.

The empirical results establish grossly over-staffed structure, poor per-capita development investment, high human resource potentials for productivity improvement, employee attrition, leave/absence and other slags in the thana administration. These variables were useful in forecasting human resource demands. The research model would assist the researchers and human resource managers in conducting further research in this area and redesigning future human resource and organization plans.

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ACRONYMS

ASRC =	Administrative and Services Reorganization Committee
BMDC =	Bangladesh Management Development Centre
CY =	Calendar Year
FHRP =	Flexible Human Resource Planning
FY =	Financial Year
HRM =	Human Resource Management
HRP =	Human Resource Planning
MLC =	Martial Law Committee
NHRP =	National/Macro Human Resource Planning
OHRP =	Organisational/Micro Human Resource Planning
PAES =	Public Administration Efficiency Study
P & S C =	Pay and Services Commission
PGDPM =	Post Graduate Diploma in Personnel Management
SSP =	Senior Servic Pool

HUMAN RESOURCE PLANNING AT LOCAL LEVEL

Abstract

Human resource planning, a seminal branch of human resource management, received fastidious attention over centuries. The concept, in partial and perfunctory form subsisted from long time in various disciplines like economics, mathematics, education and training, industrial relations and behavioural science. John Rowe's actuarial model (1779), 19th and early 20th century human resource planning focused attention mainly on hourly production, employee productivity and planning of careers. 1960s expanded demand for high-talent human resources resulted from high-technology programs, rapid corporate expansion and diversification spurred development of sophisticated mathematical models like aggregate planning, task analysis, ratio analysis, trend analysis and other scientific models of human resource planning. Unfortunately, in more than 30 years times, those sophisticated models are yet to be introduced in Bangladesh, particularly, in government offices. Rigid administrative norms, structure and process modelled on British traditions, are still dominant. Managerial experience and judgements hold seminal guide in human resource planning. Administrative reforms studies, so far undertaken, have inadequately discussed the issue. Current changed global conditions after the end of cold war, have enhanced competitions between nations and organizations. This warrant for more efficient and effective planning and utilization of human resources. The thana administration having it's uniform role and structure have been choosen to evaluate and analyse the present human resource demand and to design appropriate model for thana administration.

The empirical results prove over staffed structure by 35-45 percent, daily and weekly actual mean workload of 3.2 and 17.1 hours as against net standard 6 and 34 working hours per person respectively, poor per capita development funds, high human resource potentials for productivity improvement. Moreover, 7.51 percent flexibility for attrition, leave/absence and for other slags would assist in accurately forecasting future human resource demands. The researchers and human resource managers would find this research useful in designing and conducting more researches, redesigning future human resource and organization plans.

1.0 INTRODUCTION

Conceptual Model of HRP:

Organizational goals and objectives are realized through the integrative efforts of both human and non-human resources. Human resources, however, are extremely seminal than other resources for it's cognitive capability. Human intellect, basically, spurred all socio-cultural, economic and technological development. They are both makers and doers. Inventions and discoveries that took place over centuries are generous contributions of human intellect. Thus, societal progress significantly depends on their skills, motivation, and intellect. Unfortunately, this seminal resources received fastidious attention over centuries. Only after world war-II, human resource management received relatively nubeous position when separate HRM units were founded in most organizations.

Sophisticated models of human resource planning, a fastidious branch of HRM, were not schemied until 1960s. HRP, in its partial and perfunctory forms, however, subsisted long before in various disciplines like "... economics, mathematics, education and training, industrial relations, and the behavioural sciences..."¹. The concept of HRM was, however, "... popularized by the Johnson administration's Great Society programs of the late 1960s..."².

John Rowe's actuarial model was used for planning careers in the Royal Marines. Edwards quoted that "Mathematical models for manpower planning (current name of HRP) date back to at least 1779, when John Rowe outlined an actuarial model which was used for planning careers in the Royal Marines (Jones, 1964)"³. Walker pointed out that "Human resource planning has been a function of management since the origins of modern industrial organization..."⁴. Alfred Marshall observed in 1890 that "... the head of a business must assure himself that his managers, clerks, and foremen are the right men for their work and are doing their work well"⁵.

Forms, nature, and scope of HRP have changed gradually. First part of this (20th) century focused manpower planning (alternate name of HRP) upon the hourly production worker. After world war-II, the focus shifted and intensified on employee productivity. Persistent and acute talent shortages, significant demand for goods and services, high technology and the concern for behavioural science added complex dimensions in manpower planning. All these events, eventually, spurred balancing labour demand and supply to avoid over or under staffing and above all, the operating costs. Walker explained that "Expanded demand for high-talent personnel resulted in the 1960s from high-technology programs (the space race) and rapid corporate expansion and diversification. In response, manpower planning practices were focused on balancing supply with demand..."⁶. Bannison and Casson have also ratified Walker's statement. They state that "The late 1960s saw the formulation

into a coherent and systematic framework of many of these different approaches and added the techniques of quantification developed by operational researchers and statisticians"7. The banner headline of "Manpower planning was given to a framework involving three sequential steps:

1. Estimate the organization's future manpower needs in terms of the numbers of people required of different skills and occupations at all levels in the organization.
2. The means by which the organization will meet these needs is now examined. In other words, how is the manpower to be supplied?
3. The gap between the needs and the supply should now be evident..."8.

Leap and Crino state that HRP"... involves forecasting personnel needs, assessing personnel supply, and reconciling supply and demand through various personnel-related programs.9 Livy et.al. pointed out that the "... first task of manpower planning is to match supply with demand, both quantitatively and qualitatively"10. Robbins, however, provides a more distinct outline of HRP. According to him HRP"... is the process by which an organisation ensures that it has right number and kinds of people, at the right places, at the right time, capable of effectively and efficiently completing those tasks that will aid the organisation in achieving it's overall objectives"11. In broader terms, HRP implies broader scope"...than merely supply-demand balancing or quantitative forecasting. The new term shifted attention from these parts of the process, although recognizing their importance, to the more comprehensive view of the process encompassing both needs forecasting and program planning (Figure-1, appendix-1)...12. Mozina views HRP"... as the sum total of the plans formulated for the recruiting, screening, compensation, training, job structure, promotion, and work rules of an organisation's human resources..."13..

HRP is done both at national and organizational levels. National HRP (NHRP) normally called Macro HRP has different aims and connotations than organizational or micro HRP (HRP). NHRP"... involves the specification of national manpower objectives and programmes for their accomplishment..."14 while OHRP"... involves the planning that an organisation does for the acquisition and utilization of it's manpower..."15.

Sophisticated tools of HRP evolved over several decades and widely used in many countries are yet to assimilate and adopt in Bangladesh, particularly, in government departments. Archaic rules, rigid administrative norms, structure and process modelled on British traditions are still dominant. Managerial experience and judgements hold seminal guide in HRP. Administrative reorganization and reforms committees/commissions paid

insignificant attention to human resource planning. Only the MLC (popularly known as ENAM committee) and the Moyeed committee, to some extent, performed the human resource planning tasks with, however, implicit preconceived notions to cut-down human resources and/or abolish departments. Nevertheless, the reports recommendations were valuable but implementation stymied for unknown reasons. ASRC report recommendations were never implemented, concepts of SSP introduced by P&SC were, subsequently, abolished by Martin committee. PAES's recommendations are awaiting actions even after elapse of more than 5 years time. Other reforms recommendations are yet to get through.

Global conditions and environment because of end of cold war, have changed significantly. Privatization, trade liberalization and other economic reforms processes have enhanced competitions between nations and organizations. This, in other words, warrants for more efficient and effective planning and utilization of human resources. Unfortunately, the sophisticated models of HRP as we currently visualise in HRM literature are yet to be introduced in government offices. As a first step, HRP of thana administration shall be studied. The thana administration having its 460 uniform units throughout the country, it is assumed that a model designed for one thana would prove equally useful for other thana administration.

Hypothesis:

Human resource demand of the thana administration are not scientifically forecasted. Thus, the current level of human resources of the thana administration as traditionally determined far exceed the actual human resource demand.

Objectives:

The above hypothesis is now transformed into following main specific objectives:

- a. assess adequacy of the present human resource demand of the thana administration;
- b. determine actual human resource demand of the thana administration ;
- c. design appropriate human resource demand model(s) for the thana administration.

Scope and Limitations:

The study entitled "Human Resource Planning at Local Level" was designed to assess and forecast the human resource needs of the thana administration. Variables related to this study are listed below:

- * Human resource profile such as employment and educational background, task structure, age distribution pattern, work experience, appointment and promotions;
- * Human resource demand such as human resource transfer, motivation and frustration, task analysis, work plan, attrition, investment pattern.

The study design concentrates only on the thana administration constituted vide "The Local Government (Upazila Parishad and Upazila Administration Reorganisation) Ordinance, 1982" and other subsequent amendments. Other organizations operating at thana level remain beyond the purview of this study. Moreover, this study also excludes macro human resource demand forecasting.

Methodology:

The research study entitled "Human Resource Planning at Local Level" scheduled during FY 1995-96, is basically exploratory and evaluative in nature. The study is thus, mainly founded on primary data. A comprehensive structured questionnaire (appendix-2) was designed to create fresh data in probing the research hypothesis and/or objectives. Conceptual model, however, was built on the secondary source. A list of references evidencing the secondary source is given in appendix-3.

In selecting respondents, random sampling method was adopted. Purposive sampling method, however, was introduced in selecting the sample location. The objectives, functions and structure of all the thana administration being the same, purposive sampling method for convenience of data collection was chosen. Statistics presented in this paper are the contributions of 62 respondents (table-1) of the Savar and Dhamrai thana.

2.0 FINDINGS AND ANALYSIS

2.1 Human Resource Profile:

Employment Levels

Table-1 depicts status by employment levels. Total 62 respondents representing 21 officers (33.9 percent) and 41 staff (66.1 percent) have basically contributed to the generation of the research data base. Tables sparsed throughout this paper are founded on the raw data supplied by those respondents.

Table-1 : Respondents' Classification by Employment Levels.

Employment Levels	Respondents
A. OFFICERS:	
- Class I	12
- Class II	9
Sub-Total:	21 (33.9)
B. STAFF :	
- Class III	39
- Class IV	2
Sub-Total	41 (66.1)
Grand Total (A+B) :	62 (100)

Educational Levels:

Table-2 demonstrates that on an average 58.1 percent of the total human resources of the sample areas hold below bachelor or equivalent degrees. This educational level account for 14.3 percent in case of officers and 68.3 percent for staff. Dominance of seniority for promotions encourages people of lower academic standing to rise-up the ladder. On the other hand, worsened unemployment conditions of the country stimulates people of higher academic standing to accept lower employment. Table-2 reveals that 17.1 percent staff respondents hold bachelor and above (12.2 percent bachelor and 4.9 percent master or equivalent) degrees. In case of officers, this academic standing account for 81 percent (38.1 percent bachelor or equivalent and 42.9 percent master or equivalent), 63.9 percent increase over staff.

Table-2 : Educational Levels

Educational Levels	RESPONDENTS		
	Officer	Staff	Total
Below SSC	0	1 (2.4)	1 (1.6)
SSC & Equivalent	0	4 (9.8)	4 (6.5)
HSC & Equivalent	3 (14.3)	28 (68.3)	31 (50)
Bachelor & Equivalent	8 (38.1)	5 (12.2)	13 (20.9)
Master & Equivalent	9 (42.9)	2 (4.9)	11 (17.7)
Other	1 (4.7)	1 (2.4)	2 (3.3)
Total:	21 (100)	41 (100)	62 (100)

Tasks Structure:

Tasks usually accomplished (Table-3) by the respondents at thana administration are mostly clerical/general in nature. The statistics in this case account for 41.9 percent (highest) followed by general-technical task-mix (30.7 percent). Technical tasks, on an average, account for 20.9 percent. Officers however, perform more technical tasks (28.6 percent) than staff (17.1 percent).

If the general-technical task-mix are combined with the purely technical tasks the total technical tasks would rise at 51.6 percent (30.7+ 20.9 percent). This, in other words, demands 51.6 percent technical human resources with technical academic background for thana administration.

Table-3: Task Structure

Task Structure	RESPONDENTS		
	Officer	Staff	Total
General/Clerical	10 (47.5)	16 (39)	26 (41.9)
Technical	6 (28.6)	7 (17.1)	13 (20.9)
General-Technical Mix	3 (14.3)	16 (39)	19 (30.7)
Other	1 (4.8)	0	1 (1.6)
No Response	1 (4.8)	2 (4.9)	3 (4.9)
Total :	21 (100)	41 (100)	62 (100)

Age Distribution:

Age distribution pattern of respondents (Table-4) reveal 39.8 years mean age. Officers' mean age (43.5 years), however, are 5.6 years higher (43.5-37.9 years) than staff (37.9 years). Respondents within 30-40 years age group are the highest (45.2 percent) followed by 40-50 years age group (30.6 percent). There are 14.5 percent respondents above 50 years of age of which 3.2 percent are on the brink of retirement (55-57 years age group).

Respondents of 18-40 years age groups account for 54.9 percent while 40-57 years age groups account for 45.1 percent. In 18-25 and 55-57 years age groups, no officer subsists as against 2.4 and 4.9 percent staff respectively. This signifies that staff enters into the job market earlier than officers.

Table-4: Age (as on 30.06.95) Distribution Pattern

Age In Years (Inclusive Upper Limit)	RESPONDENTS		
	Officer	Staff	Total
18-25	0	1 (2.4)	1 (1.6)
25-30	1 (4.8)	4 (9.4)	5 (8.1)

30-35	3 (14.2)	11 (26.8)	14 (22.6)
35-40	1 (4.8)	13 (31.7)	14 (22.6)
40-45	6 (28.6)	5 (12.2)	11 (17.7)
45-50	6 (28.6)	2 (4.9)	8 (12.9)
50-55	4 (19)	3 (7.3)	7 (11.3)
55-57	0	2 (4.9)	2 (3.2)
Total:	21 (100)	41 (100)	62 (100)
$\bar{X}$ (In Years) :	43.5	37.9	39.8

Work Experience:

Table-5 demonstrates 16.3 years mean work experience of respondents (Officers 18.9 years and staff 14.9 years). Mean work experience in case of officers are 4 years higher than staff. The table reveals that 71.5 percent officers have crossed 10 and above years and 66.7 percent 15 and above years of work experience as against 63.4 percent and 46.3 percent respectively for staff.

Officers hold highest (33.4 percent) work experience in 25-30 years group followed by 5-10 years group (28.5 percent). Staff's highest (24.4 percent) work experience group, however, comprises of 5-10 and 15-20 years. In 30-35 years category, staff occupy higher position than officers. The rate in case of officers is 4.8 percent and in case of staff is 12.2 percent.

In 1-5 years category, no officer subsists as against 12.2 percent for staff. Furthermore, 92.2 percent officers work experience sparsed over 5-30 years as against 87.8 percent for staff. Staff's work experience sparsed in all the categories (1-33) as against 5-33 years for officers.

Respondents' mean age (table-4) and mean work experience symbolise average start of service career at 23.3 years (39.8-16.3 years) of age. This career age-span is 24.6 years (43.5-18.9 years) for officers and 23 years (37.9-14.9 years) for staff.

Table-5: Work Experience

Work Experience In Years (Inclusive Upper Limit)	RESPONDENTS		
	Officer	Staff	Total
1-5	0 ()	5 (12.2)	5 (8)
5-10	6 (28.5)	10 (24.4)	16 (25.8)
10-15	1 (4.8)	7 (17.1)	8 (12.9)
15-20	4 (19)	10 (24.4)	14 (22.7)
20-25	2 (9.5)	3 (7.3)	5 (8)
25-30	7 (33.4)	1 (2.4)	8 (12.9)
30-35	1 (4.8)	5 (12.2)	6 (9.7)
Total:	21 (100)	41 (100)	62 (100)
$\bar{X}$ (In Years):	18.9	14.9	16.3

Residual Services:

Mean residual services of respondents account for 16.5 (officers 12 years and staff 18.1 years) as demonstrated in table-6. Within next 5 years, 9.8 percent employees (15 percent officers and 7.3 percent staff) shall retire from the services of the thana administration. Within next 10 years, the retirement rate shall rise-up to 27.8 percent. This means that on an average 2.8 percent employees shall retire in every year. Human resource planning efforts, thus, should accommodate atleast yearly 2.8 percent flexibility in forecasting human resource demand of thana administration.

Mean residual services of staff are 6.1 years higher (18.1-12 years) than officers. This means that more officers shall retire earlier than staff creating concurrent human resource demand for officers.

Table-6: Residual Services (Upto Retirement Age)

Residual Services (Upto-Retirement Age) In years (Inclusive Upper Limit)	RESPONDENTS		
	Officer	Staff	Total
0-5	3 (15)	3 (7.3)	6 (9.8)
5-10	7 (35)	4 (9.8)	11 (18)
10-15	3 (15)	4 (9.8)	7 (11.5)
15-20	5 (25)	13 (31.7)	18 (29.6)
20-25	0	6 (14.6)	6 (9.8)
25-30	2 (10)	9 (21.9)	11 (18)
30-35	0	2 (4.9)	2 (3.3)
Total:	20 (100)	41 (100)	61 (100)
$\bar{X}$ (In Years):	12	18.1	16.5

Mode of Appointment:

In sample areas, most officers (66.7 percent) were appointed on promotion as against 4.9 percent for staff. This represents that promotion opportunities for officers are better than staff. This hypothesis has also been confirmed in table-8 where 70 percent officers obtained promotions as against 4.8 percent staff. Thus, direct appointment in case of staff became (56.9 percent) dominant than officers (33.3 percent).

Table-7: Mode of Appointment

Mode of Appointment	RESPONDENTS		
	Officer	Staff	Total
Direct Appointment	7 (33.3)	37 (90.2)	44 (70.9)
Promotion	14 (66.7)	2 (4.9)	16 (25.8)
Other	0	2 (4.9)	2 (3.3)
Total:	21 (100)	41 (100)	61 (100)

Promotion Opportunity:

Promotion opportunity of officers are better than staff. 70 percent officers (50 percent 1 time and 20 percent 2 times) obtained promotions (table-8) in 18.9 years mean service careers (table-5) as against 4.8 percent for staff (table-8) in 14.9 years mean service (table-5). On an average, 26.2 percent (100-73.8 percent) respondents (table-8) obtained promotions in 16.3 years mean services (table-5). Out of 30.6 percent respondents who have delivered more than 20 years of service 26.2 percent have obtained promotions leaving 4.4 percent unpromoted. Out of 71.5 percent officers who have rendered more than 10 years of services 70 percent have received promotions while 1.5 percent (71.5-70 percent) remained unpromoted. In case of staff only 4.8 percent received promotions though there are 12 percent staff who have rendered more than 30 years of services. This signals that most staff would retire without getting any promotion.

Table-8: Promotion Opportunity.

Promotion Opportunity (Number of Times Promoted)	RESPONDENTS		
	Officers	Staff	Total
Not at all	6 (30)	39 (95.2)	45 (73.8)
1 Time	10 (50)	1 (2.4)	11 (18)
2 Times	4 (20)	0	4 (6.6)

3 Times	0	1 (2.4)	1 (1.6)
Total:	20 (100)	41 (100)	61 (100)

2.2 Human Resource Demand:

Transfer Schedule:

Five year transfer schedule (table-9) reveals that intra and inter-organizational mobility of officers are higher than staff. 77.8 percent officers were internally transferred (intra-organisational) in 5 years time-span as against 53 percent (24.8 percent lower) for staff. The inter-organisational mobility is also higher (94.4 percent) for officers than staff (77.8 percent). The overall intra and inter organisational transfers, however, account for 61.5 percent and 76.1 percent respectively.

In 5 years, 33.4 percent officers were transferred once (intra-organisational) as against 23.6 percent (9.8 percent lower) for staff. This rate in case of intra-organisational transfer, is 27.8 percent for officers and 40.8 percent for staff. Two times intra-organisational transfer, in case of officer, is 44.4 percent and 17.6 percent for staff. This means that in each 2.5 years, 44.4 percent officers and 17.6 percent staff are internally transferred. The rate of intra-organisational transfer twice in 5 years, is 33.2 percent for officer and 22.2 percent for staff. This means that in 2.5 years, 33.2 percent officers and 22.2 percent staff are transferred out to thana administration. 3 times transfer (both intra- and inter-organisational) in 5 years also subsists in case of both officers and staff. 27.8 percent officers were transferred twice in 5 years time-span out of the thana administration as against 14.8 percent for staff. Three times intra-organisational transfer also subsists in case of staff (11.8 percent). There are also an exceptional situation where one officer respondent was transferred out of the thana administration 9 times in 5 year time-span.

Intra-organisational transfer normally makes internal adjustments, donot create any human resource demand. The inter-organisational transfer, however triggers outflow of officers and staff, creates human resource demand for the thana administration. In five years such outflow is 84.5 percent averaging atleast 16.9 percent per annum. This human resource flow creates human resource demand for thana administration.

A survey by Islam (1989) proved that each transfer, on an average consumes 24.82 days time. This time limit according to Islam includes the following:

- " 1. Date personnel transfer order received;
2. Date released;
3. Date charge handed over; and
4. Date charge taken over" 16.

At 16.9 percent annual rate of inter-organizational transfer, total 1087.1 man-days are lost in each thana. This accounts for 0.01 percent of total man-days involved in a thana administration. Thus, human resources planning must consider atleast 0.01 percent flexibility on account of inter-organizational transfer.

Table-9: Five Year Transfer Schedule (Intra and Inter Organisational)

Number of Times Transferred in last 5 years (FY 1989-1994)	INTRA ORGANISATIONAL TRANSFER			INTER ORGANISATIONAL TRANSFER			
	Officer	Staff	Sub-total	Officer	Staff	Sub-total	Total
Not at all	2 (22.2)	8 (4.7)	10 (38.5)	1 (5.6)	6 (22.2)	7 (15.5)	17 (23.9)
1 Time	3 (33.7)	4 (23.6)	7 (26.9)	5 (27.8)	11 (40.8)	16 (35.6)	23 (32.4)
2 Times	4 (44.4)	3 (17.6)	7 (26.9)	6 (33.2)	6 (22.2)	12 (26.7)	19 (26.8)
3 Times	0	2 (11.8)	2 (7.7)	5 (27.8)	4 (14.8)	9 (20)	11 (15.5)
3 +	0	0	0	*1 (5.6)	0	1 (2.2)	1 (1.4)
Total:	9 (100)	17 (100)	26 (100)	18 (100)	27 (100)	45 (100)	71 (100)

* The respondent was transferred 9 times in 5 years time.

Motivation, Frustration and Efficiency:

Psychological conditions, especially, motivation and frustration, form integral part of efficient and effective job performance. Generally, a motivated employee performs better than a frustrated employee. Thus, data on motivation, frustration and efficiency were collected and presented in table-10. The table reveals that officers are more motivated and lesser frustrated than staff. 85 percent officers are substantially and more than substantially motivated as against 80 percent staff. In contrary, 42.5 percent staff are substantial or more than substantially frustrated as compared to 15 percent officers. Thus, scope for further motivation and efficiency improvement are greater for staff than officers. 63.2 percent staff have reported that there are further scope to increase their level of motivation, substantial or more than substantially as against 47.6 percent officers. Likewise, 95.1 percent staff feel that their level of efficiency can substantial or more than substantially be raised as against 85 percent for officers.

Motivation is positively while frustration is negatively correlated to efficiency. More motivation triggers increased efficiency and more frustration diminishes efficiency. Thus, by increasing motivation and decreasing frustration, level of efficiency can be raised. This increased efficiency, in turn, negatively correlated to human resource demand. This means that increased efficiency diminishes human resource demand.

Table-10: Level of Motivation, Frustration and Scope of Raising Efficiency.

ON STATUS					CRITERIA	FRUSTRATION STATUS			Scope of Raising Efficiency(Increasing Motivation, reducing Frustration)		
of						Feeling of Frustration					
on						Officer Staff Total					
Staff Total Officer Staff Total									Officer Staff Total		
4	5	1	8	9	Not at	7	12	19	0	0	0
(10)	(8.3)	(4.8)	(21.1)	(15.3)	all	(35)	(30)	(31.7)			
4	6	10	6	16	Little	10	11	21	3	2	5
(10)	(10)	(47.6)	(15.7)	(27.1)		(50)	(27.5)	(35)	(15)	(4.9)	(8.2)
8	11	11	14	25	Sub-total	17	23	40	3	2	5
(20)	(18.3)	(52.4)	(36.8)	(42.4)		(85)	(57.5)	(66.7)	(15)	(4.9)	(8.2)
24	38	8	11	19	Substantial	2	10	12	5	15	20
(60)	(63.3)	(38.1)	(28.9)	(32.2)		(10)	(25)	(20)	(25)	(36.6)	(32.8)
8	11	2	13	15	Much	1	7	8	12	24	36
(20)	(18.4)	(9.6)	(34.3)	(25.4)		(5)	(17.5)	(13.3)	(60)	(58.5)	(59.1)
32	49	10	24	34	Sub-total	3	17	20	17	39	56
(80)	(81.7)	(47.6)	(63.2)	(57.6)		(15)	(42.5)	(33.3)	(85)	(95.1)	(91.8)
40	60	21	38	59	Total	20	40	60	20	41	61
(100)	(100)	(100)	(100)	(100)		(100)	(100)	(100)	(100)	(100)	(100)

Efficiency Improvement:

Respondents were questioned whether motivational programs, training, effective time management, work/rules/procedures simplification and delegation of powers as listed in tables 11 and 12 would improve their present efficiency level ? The responses (tables 11 and 12) demonstrate encouraging picture. By adopting listed actions, the mean scope of present efficiency level improvement, in case of officers, are 72.1 percent and in case of staff, are 73.3 percent. If these potentials are effectively explored, human resource demand would diminish substantially.

Considering the above efficiency improvement variables, the present human resources of the thana administration can be readjusted using the following formula:

FORMULA:

$$HR_r = HR_p \times \frac{1}{X}$$

WHERE:

HR_r = Human Resource Readjustment

HR_p = Present Human Resources

X = Average Efficiency Improvement

Using the above formula, the readjusted human resource position of the thana administration is calculated below:

$$HR_p = 259$$

X = Efficiency Improvement for officer 72.1 percent

Efficiency Improvement for staff 73.3 percent

Total: 145.4 Percent
Average: 72.7 Percent

$$HR_r = 259 \times \frac{1}{1.727}$$

$$= 259 \times .579$$

$$= 149.98 \text{ or } 150 \text{ persons.}$$

Based on the above calculations, the present human resource demand of the thana administration can be brought down to 150 persons. In otherwords, the thana administration is over-staffed by 109 persons.

Table-11: Scope of Efficiency Improvement (Officers)

Class Interval (In percent) Inclusive Upper Limit	SCOPE OF EFFICIENCY IMPROVEMENT THROUGH						
	Motivation	Training	Effective Time Management	Work/ Rules/ Procedures Simplification	Delegation of Powers	Other	Total
10-12	1 (11.1)	1 (10)	1 (10)	0	0	0	3 (6.5)
20-40	0	0	1 (10)	0	0	0	1 (2.2)
40-60	2 (22.2)	1 (10)	0	0	0	0	3 (6.5)
60-80	4 (44.5)	3 (30)	4 (40)	4 (50)	6 (75)	0	21 (45.7)
80-100	2 (22.2)	5 (50)	4 (40)	4 (50)	2 (25)	1 (100)	18 (39.1)
Total	9 (100)	10 (100)	10 (100)	8 (100)	8 (100)	1 (100)	26 (100)
$\bar{X}$ (In Percent)	63.9	72.5	68.5	80	75	90	72.1

Table-12: Scope of Efficiency Improvement (Staff)

Class Interval (In percent) Inclusive Upper Limit	SCOPE OF RAISING EFFICIENCY LEVEL THROUGH						
	Motiva- tion	Training	Effective Time Management	Work/Rules/ Procedures Simplification	Delegation of Powers	Other	Total
10-20	3 (8.8)	2 (5.5)	1 (3)	2 (6)	0	0	8 (4.8)
20-40	3 (8.8)	2 (5.5)	1 (3)	1 (3)	1 (3.1)	0	8 (4.8)
40-60	1 (2.9)	5 (13.9)	2 (6)	4 (12.2)	7 (21.9)	0	19 (11.3)
60-80	9 (26.6)	7 (19.4)	12 (36.5)	13 (39.4)	7 (21.9)	0	48 (28.6)
80-100	18 (52.9)	20 (55.6)	17 (51.5)	13 (39.4)	17 (53.1)	0	85 (50.5)
Total	34 (100)	36 (100)	33 (100)	33 (100)	32 (100)	0 (100)	168 (100)
$\bar{X}$ (In- Percent)	71.6	73.1	76.2	70.9	75	0	73.3

Daily Accomplishment:

Respondents were asked to list-down tasks accomplished in a day just passed through before filling the questionnaire showing actual time spent in each task. The responses (table-13) indicate daily mean workload of 3.2 hours of which 3.5 hours are for officers and 3.1 hours for staff. This represents that officers spent little bit more time (0.4 hours) than staff.

The table reveals that 16.7 percent respondents (21.1 percent officer and 14.6 percent Staff) worked 6-8 hours while 40 percent (42.1 percent officers and 39 percent staff) worked 0-2 hours in a day. In otherwords, 60 percent respondents worked more than 2 hours in a day.

The daily working hours of the thana administration ranges from 10:00 to 1700 hours with one hour break for lunch and prayer from saturday through wednesday and 10:00 to 14:00 hours on Thursday and week-end on Firday. In each regular working day, out of total 6 hours (excluding lunch & prayer time), respondents on an average, worked for 3.2 hours (53.3 Percent of the net daily working hours) giving rise to 2.8 hours (46.7 percent) idle time. This idle time, in otherwords, purports underwork or over-staffed human resource position of the thana administration.

Table-13: Daily Accomplishments (In hours)

Class Interval (In hours) Inclusive Upper Limit	RESPONSE		
	Officer	Staff	Total
0-2	8 (42.1)	16 (39)	24 (40)
2-4	2 (10.5)	14 (34.2)	16 (26.6)
4-6	5 (26.3)	5 (12.2)	10 (16.7)
6-8	4 (21.1)	6 (14.6)	10 (16.7)
8-10	0	0	0
Total	19 (100)	41 (100)	60 (100)
$\bar{X}$ (In hours)	3.5	3.1	3.2

Weekly Accomplishment:

Table-14 depicts actual total time spent in a week for accomplishment of assigned tasks. The mean weekly workload comprises of 17.1 hours (20.5 hours for officers and 15.5 hours for staff). If 5 full days and 1 half day are considered in a week the net total working hours would stand at 34 hours. Thus the respondents actually spend 50.3 percent time in a week mounting 49.7 percent idle time. This statistics also confirm the statistics on daily mean workload.

Table-14: Weekly Accomplishment (In hours).

Class Interval (In hours) Inclusive Upper Limit	RESPONSE		
	Officer	Staff	Total
0-10	5 (25)	22 (52.4)	27 (43.5)
10-20	6 (30)	7 (16.7)	13 (20.9)
20-30	3 (15)	4 (9.5)	7 (11.3)
30-40	5 (25)	7 (16.7)	12 (19.5)
40-50	1 (5)	2 (4.7)	3 (4.8)
Total	20 (100)	42 (100)	62 (100)
$\bar{X}$ (In hours)	20.5	15.5	17.1

Nature of Jobs:

The table-15 reveals that respondents actually perform 15 different jobs. Accounts/bill preparation/signing, on an average, occupies the highest position (17.5 percent) followed by meeting management/participation (11.3 percent). Field/project visit/inspection and administrative communication (writing/drafting/typing of letters/memoes/notes etc.) respectively occupy third (9.2 percent) and fourth highest (8.2 percent) positions.

In case of officers, field /project visit/ inspection occupy the highest position (18 percent) followed jointly by meeting management/participation and accounts/bill preparation/signing (16 percent). In case of staff, accounts/bill preparation/signing constitute highest position (19.1 percent) followed by administrative communication (10.6 percent). Letter issue and despatch, and report preparation jointly occupy third highest (8.5 percent) position.

Table-15: Nature of Jobs

Nature Jobs	RESPONSE		
	Officer	Statt	Total
Accounts/bill preparation/signing	8 (16)	9 (19.1)	17 (17.5)
Administrative communication (writing/drafting/typing letters/ memoes/notes etc.)	3 (6)	5 (10.6)	8 (8.2)
Artificial breeding	0	2 (4.3)	2 (2.1)
Election Management	4 (8)	0	4 (4.1)
Inspection/visit(field/project)	9 (18)	0	9 (9.2)
Interview/discussion with visitors/ guests	1 (2)	0	1 (1.1)
Land management (khas land identi- fication/distribution, land use survey, mutation etc.)	1 (2)	3 (6.4)	4 (4.1)
Letter issue & despatch	0	4 (8.5)	4 (4.1)
Meeting management/participation	8 (16)	3 (6.4)	11 (11.3)
No Response	6 (12)	14 (29.8)	20 (20.6)
Others Jobs	0	1 (2.1)	1 (1.1)
Protocol	1 (2)	0	1 (1.1)
Procurement management	1 (2)	0	1 (1.1)
Report preparation	2 (4)	4 (8.5)	6 (6.1)
Training management/participation	3 (6)	2 (4.3)	5 (5.1)
Treatment of livestock	2 (4)	0	2 (2.1)
Treatment of human being	1 (2)	0	1 (1.1)
Total :	50 (100)	47 (100)	97 (100)

Occasional Duties:

Table-16 lists 11 basic occasional duties performed by respondents. Out of these duties, report preparation occupies top most position (20.3 percent) followed jointly by field/project visit/ inspection and accounts preparation (13.9 percent). Meeting and election management rambles around the second highest position (13.4 percent and 11.2 percent) respectively while human resource development functions, one of the current leading issues, unfortunately, ranked one of the lowest positions (1.1 percent) with other low ranked functions like relief distribution (1.1 percent), fertilizer distribution (0.5 percent) and agriculture rehabilitation (0.5 percent).

Priorities of occasional functions differ with respondent levels. In case of officers, field/project visit/inspection and report preparation jointly occupy most dominating position (15.9 percent) as against report (24.3 percent) and accounts preparation (14.1 percent) for staff. Human resource development, relief and fertilizer distribution, agricultural rehabilitation, however, remain at the lowest strata in terms of percentage response.

Table-16: Statement of Occasional Duties.

Nature of Jobs	RESPONSE		
	Officer	Staff	Total
Accounts preparation	12 (13.6)	14 (14.1)	26 (13.9)
Agricultural rehabilitation	1 (1.1)	0	01 (0.5)
Disaster management	8 (9.1)	8 (8.1)	16 (8.6)
Election management	11 (12.6)	10 (10.1)	21 (11.2)
Field/project visit/inspection	14 (15.9)	12 (12.1)	26 (13.9)
Fertilizer distribution	0	1 (1)	1 (0.5)

Meeting management	12 (13.6)	13 (13.1)	25 (13.4)
No Response	5 (5.7)	12 (12.1)	17 (9.1)
Other jobs	2 (2.3)	0	2 (1.1)
Protocol management	7 (7.9)	3 (3.1)	10 (5.3)
Report preparation	14 (15.9)	24 (24.3)	38 (20.3)
Relief distribution	0	2 (2)	2 (1.1)
Human resource development	2 (2.3)	0	2 (1.1)
Total:	88 (100)	99 (100)	187 (100)

Yearly Accomplishment:

Table-17 accumulates basic tasks transacted in 1993 by 145 personnel representing 8 units/sections of the sample thana administration. The table demonstrates that an employee on an average, daily performs following tasks; (a) 0.18 receipt, i.e one receipt in every 5.5 days (b) 0.12 issue i.e one issue in every 8.3 days, (c) 005 meeting/conference i.e one meeting/conference in every 200 days, (d) 07 visitor i.e one visitor in every 14.3 days, (e) 004 protocol i.e one protocol in every 250 days and so on. These accounting of functions listed in table-17 supports the findings and conclusions of the previous tables (table-13 and 14).

Table-17: Basic Tasks Performed During CY 1993

Tasks Description	Unit of Measurement	Tasks Performed in 1993		
		Total Tasks	Tasks/Man-Year	Task/Man-day
Total Receipts	In Number	7881	54.4	0.18
Total Issues	"	5369	37.0	0.12
Total Files:	"			
- At beginning of the year		272	1.9	NA
- At end of the year		355	2.5	
Change		80	0.6	
Total Meeting/conference held	"	220	1.5	.005
Total Visitors	"	3139	21.6	.07
Time Spent in protocol	In Man-day	178	1.2	.004
Time Spent in inspection	"	425	2.9	.009
Time Spent in organising training courses	"	65	0.5	.001
Total courses organised	In Number	20	0.2	Negligible
Total participants	"	725	5.0	.01
Disposal of Cases:				
- Case disposed off	"	1112	7.7	.02
- Case in process		80	.6	.002
- Case incomplete		3	.02	negligible

Note: The tasks listed in table-17 were performed by 145 personnel representing 8 Unit/Sections of the thana administration. Total number of working days in a year are 298 (excluding 67 days weekend/holidays).

Workplan:

Each respondent was asked to give an inventory of tasks he would be performing in the next day and week (the day immediate after filling the individual questionnaire) with estimated time required. The data so obtained are presented in tables (18-through 21).

The workplan reveals 3.2 and 17.5 mean hours of estimated workload per day and per week respectively. This statistics very closely matches with the daily and weekly work performed by the respondent (tables 13 and 14). This confirms the hypothesis that the human resource planning of the thana administration lacks scientificity.

Table-18: Workplan of a Day (In Hours)

Class Interval (In hours) Inclusive Upper Limit	RESPONSE		
	Officer	Staff	Total
0-2	9 (42.8)	24 (58.5)	33 (53.3)
2-4	3 (14.3)	4 (9.8)	7 (11.3)
4-6	6 (28.6)	2 (4.9)	8 (12.9)
6-8	3 (14.3)	8 (19.5)	11 (17.7)
8-10	0	3 (7.3)	3 (4.8)
Total	21 (100)	41 (100)	62 (100)
$\bar{X}$ (In hours)	3.3	3.1	3.2

Table-19: Workplan of an Week (In Hours)

Class Interval (In hours) Inclusive Upper Limit	RESPONSE		
	Officer	Staff	Total
0-10	6 (28.6)	21 (52.5)	27 (44.3)
10-20	7 (33.3)	5 (12.5)	12 (19.7)
20-30	3 (14.3)	3 (7.5)	6 (9.8)
30-40	4 (19.1)	8 (20)	12 (19.7)
40-50	1 (4.7)	3 (7.5)	4 (6.5)
Total :	21 (100)	40 (100)	61 (100)
$\bar{X}$ (In hours)	18.8	16.8	17.5

Tables 20 and 21 display the daily and weekly workplan of respondents according to nature of jobs. The tables listed the similar functions as catalogued in previous table (table-15). However, the stress on the listed items slightly varies. The task "accounts/bill preparation/ signing" rated highest (14.7 percent) in all the cases while the task "inspection/visit" (field/project) rated second highest (12.9 percent) in case of daily workplan (table-20) followed by election management (11.9 percent). These two tasks (inspection/visit and election management) secured second highest position (12.7 percent) in weekly workplan (table-21). In case of jobs actually performed (table-15) meeting management/participation occupied second highest position (11.3 percent) and field/project visit/inspection and administrative communication jointly occupied third highest position (9.2 percent). However, the nature of jobs listed in table-15, 20 and 21 are similar and follow consistent pattern of relationships.

Table-20: Workplan of a Day (According to Nature of Jobs)

Nature of Jobs	RESPONSE		
	Officer	Staff	Total
Accounts/bill preparation/signing	7 (15.6)	9 (14.1)	16 (14.7)
Administrative communication (writting/drafting/typing letters/ memoes/notes etc.)	2 (4.4)	10 (15.6)	12 (11)
Artificial breeding	0	2 (3.1)	2 (1.8)
Election management	4 (8.9)	9 (14.1)	13 (11.9)
Inspection/visit (field/project)	9 (20)	5 (7.8)	14 (12.9)
Interview/discussion with visitors/guests	1 (2.2)	0	1 (0.9)
Land management(Khas land identification/distribution, land use survey/mutation etc.)	1 (2.2)	3 (4.7)	4 (3.7)
Letter issue & despatch	0	4 (6.2)	4 (3.7)
Meeting management/participation	9 (20)	2 (3.1)	11 (10.1)
No response	4 (8.9)	12 (18.8)	16 (14.7)
Other jobs	0	1 (1.6)	1 (0.9)
Protocol	1 (2.2)	0	1 (0.9)
Procurement management	1 (2.2)	0	1 (0.9)
Report preparation	2 (4.4)	4 (6.2)	6 (5.5)
Training management/participation	3 (6.8)	1 (1.6)	4 (3.7)
Treatment of Livestock	0	2 (3.1)	2 (1.8)
Treatment (Medical)	1 (2.2)	0	1 (0.9)
Total:	45 (100)	64 (100)	109 (100)

Table-21: Workplan of an Week (According to Nature of Jobs).

Nature of Jobs	RESPONSE		
	Officer	Staff	Total
Accounts/bill prepatration/singnig	6 (13.6)	10 (15.2)	16 (14.5)
Administrative communication (writting/ drafting/typing letters/memoes notes etc.)	1 (2.3)	7 (10.6)	8 (7.3)
Artificial breeding	0	2 (3)	2 (1.8)
Election management	4 (9.1)	10 (15.2)	14 (12.7)
Inspection/visit(field/project)	9 (20.5)	5 (7.6)	14 (12.7)
Interview/discussion with visitors/ guests	1 (2.3)	0	1 (0.9)
Land, management(Khas land identi- fication/distribution,land use survey, mutation etc.)	1 (2.3)	3 (4.5)	4 (3.6)
Letter Issue and despatch	0	3 (4.5)	3 (2.8)
Meeting management/participation	8 (18.2)	3 (4.5)	11 (10)
No Response	6 (13.5)	14 (21.3)	20 (18.3)
Other jobs	0	1 (1.5)	1 (0.9)
Protocol	1 (2.3)	0	1 (0.9)
Procurement management	0	0	0
Report preparation	3 (6.8)	4 (6.1)	7 (6.4)
Training management/participation	3 (6.8)	2 (3)	5 (4.5)
Treatment of Livestock	0	2 (3)	2 (1.8)
Treatment (medical)	1 (2.3)	0	1 (0.9)
Total :	44 (100)	66 (100)	110 (100)

Attrition Rate :

Attrition rate forms integral part of forecasting human resource changes. Attrition is normally reported as a ratio of the number of separations to the average/total number of employees on payroll during a specified period, expressed in percentage form. Based on this notion, figures on the accessions and separations were collected for the CY 1994. During the year, total 1 person was inducted in, while 4 persons have left out of the thana administration causing a net change of 3 persons (table-22). The attrition rate using the standard formula is calculated below:

FORMULA FOR ATTRITION RATE:

$$\frac{\text{Accession Rate} - \text{Separation Rate}}{\text{Average/Total employees}} \times 100$$

$$= \frac{1-4}{259} \times 100$$

$$= \frac{-300}{259} = -1.2\%$$

Table-22 : Attrition Rate

A. ACCESSION:	RESPONSE (In number)		
	Officer	Staff	Total
- New Appointment	1	0	1
- Other	0	0	0
Total:	1	0	1
B. SEPARATION:			
- Resignation	1	0	1
- Dismissal/Removal	0	0	0
- Retirement	2	1	3
- Other	0	0	0
Total:	3	1	4
Change (Excess of separation over accession)	2	1	3

Leave/Absence:

Personnel records of 139 officers and staff reveal (table-23) 1463 days of absence (1056 days authorised and 407 days unauthorised) in a calendar year. This means that, on an average, 10.5 man-days are lost in terms of authorised leave and unauthorised absence in a year. The average unauthorised absence, however, is 2.9 man-days as against 7.6 man-days of authorised leave. Human resource planning effort, should accommodate 10.5 (3.5 percent) man-days lost per year in determinig human resource demand of thana administration.

Table- 23: Statement of Absence/Leave during CY 1994

Employee Category	Number	Authorised Leave (In Days)	Unauthorised absence (In Days)	Total Leave/Absence
A. Officers	80	560	405	965
B. Staff	42	302	2	304
C. Officer & Staff Lumped	17	194	0	194
Total :	139	1056	407	1463
Average (Man-Days lost):		7.6	2.9	10.5

Investment Pattern:

Table-24 demonstrates two Financial years'(1993-94 & 1994-95) scctoral project investment pattern of Dhamrai thana. The table depicts declining trend in project investment. The total budget and outlay of all the sectors have declined by 16 and 19 percent respectively from 32.26 lakh taka (during FY 1993-94) to 27.1 lakh taka (during 1994-95) and from 31.77 lakh taka (during FY 1993-94) to 25.68 lakh taka (during 1994-95). The "Education Development " and "Housing and Planning " sectors have shown a marginal increase of taka .86 and .21 lakhs respectively.

Investment in transport and communication" sector is the highest in both the years (62.9 percent in 1993-94 and 45.7 percent in 1994-95) followed by "Agriculture and Irrigation" sector (16.8 percent in 1993-94 and 26.9 percent in 1994-95). The investment in "Housing and Physical Planning" is the lowest (10.1 percent in 1993-94 and 12.8 percent in 1994-95).

Table-24: Sectoral Project Investment Pattern (FY 1993-94 & 1994-95) of Dhamrai Thana
(Figures in Lakh Taka)

Sector	FY 1993-94			FY 1994-95		
	Number of Projects Implemented	Project Budget	Investment Expenses	Number of Projects Implemented	Project Budget	Investment Expenses
Agriculture and Irrigation	14	5.43 (16.8)	5.33 (16.8)	20	7.15 (26.4)	6.9 (26.9)
Education Development	6	3.30 (10.2)	3.27 (10.3)	6	4.16 (15.4)	3.81 (14.8)
Housing & Physical Planning	8	3.25 (10.1)	3.18 (10)	3	3.46 (12.8)	3.46 (13.5)
Health & Social Welfare	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-
Other	-	-	-	-	-	-
Small & Cottage Industries	-	-	-	-	-	-
Socio-Economic & Physical Structure	-	-	-	-	-	-
Transport & Communication	26	20.28 (62.9)	19.99 (62.9)	36	12.33 (45.4)	11.51 (44.8)
Total:	54	32.26 (100)	31.77 (100)	65	27.1 (100)	25.68 (100)

Source: TNO's office, Dhamrai, Dhaka.

Table-25 shows that disbursement in terms of pay and allowances are much higher than actual investment in development projects. This, in other words, signifies that to manage a petty development fund, huge revenue expenses are incurred. In fisheries sector taka 2939 is incurred per month/persons to manage taka 333 per person/month. In health and family planning sector, only 85 taka development fund per month is being managed and implemented by an individual employee (lowest). In case of rural development unit, the development fund per person/month is the highest (900 taka). This also confirms all previous findings.

Table-25 : Per Capita Investment of Some Selected Units of Thana Administration
(F Y : 1994-95)

Section/Branch	Existing Manpower	Annual Pay & Allowances	Pay & Allow- ences per person/month	Development Budget	
				Taka	Per Per- son/month
Agriculture	58	NI	NI	NI	NI
Cooperative	5	282,336	4705	NO	NO
Engineering	21	14,585	5788	NI	NI
Fisheries	5	176,360	2939	20,000	333
Health & Family Planning	146	NI	NI	149040	85
Livestock	15	6,74,032	3745	NI	NI
Rural Development	18	6,16,634	2855	1,72,62000	7990
Statistics	4	1,70,997	3562	NI	NI
TNO's Office	20	6,16,000	2242	NI	NI

NI= Not indicated

3.0 RECOMMENDATIONS AND CONCLUSION

Recommendations:

Recommendations founded on empiricism are listed below:

1. Research results prove that the thana administration is overstaffed by 45-50 percent. Considering 7.51 percent flexibility for transfer, leave/absence, attrition, the net surplus would stand within 35-45 percent range. Daily and weekly actual mean accomplishments of an individual employee (tables 13 & 14) comprise 3.2 and 17.1 hours out of net (excluding break for lunch and prayer) 6 and 34 working hours respectively. Daily and weekly workplan also establishes 3.2 and 17.5 hours (table 18 and 19) daily and weekly workload respectively. Results of yearly accomplishment (table-17) are more gloomy. Thus excess staff of the thana administration should either be deployed elsewhere or be retrenched or their jobs may be redefined to include more new job elements. The functions of the thana administration should be enlarged and enriched and more powers to accomplish the jobs should be decentralized.
2. Empirical results presented in tables 11 & 12 establish that human resources of the thana administration have great potentials to enhance their productivity. Appropriate sustainable motivational programs, training work/rules/procedures simplification, delegation of powers and above all effective use of time can raise the present level of productivity by 72.1 percent. This in other words, signifies diminishing human resource demand by 57.9 percent for thana administration.

In addition to recommendation-1, following strategies may be adopted:

- a. Flexible human resource planning (FHRP) system should be introduced in order to make adjustment in human resource positions whenever necessary. As a measure, employees of the thana administration may be categorised into core and non-core staff. Non-care staff should be appointed locally on contractual basis and their renewal would depend on satisfactory performance and local reputation while core staff would cover all supervisory (particularly class-1 officers) staff who would be employed on the permanent payroll.
- b. Comprehensive and indepth job analysis studies should be undertaken to simplify work/rules/procedures and also for designing need based training programs for the employees of the thana administration.

- c. Existing job description should formalise staff accountability of the thana administration directly to the peoples representative.
3. Age distribution pattern, work experience and retirement schedule (tables 4-6) portray that, on an average, 2.8 percent human resources of the thana administration shall retire annually. Moreover, the inter-organizational transfer (table-9), annual attrition rate (table-22) and leave/absence, both authorised and unauthorised (table-23) reveal 0.01 percent, 1.2 percent and 3.5 percent flexibility respectively. Thus human resource demand forecasting must provide a total allowance for 7.51 percent (0.01+2.8+1.2+3.5 percent) flexibility.
 4. Investment in development projects in thana administration shows declining trend (table-24). Per capita pay and allowances and development budget ratio is very negligible. In some cases, Taka 2939/- revenue fund is incurred to manage a development fund of Taka 333/-. Thus, thana administration should be given more funds for development or the structure should be redesigned based on the recommendations 1,2 and 3 above.
 5. Human resource transfer system (both intra and inter organisational) of the thana administration prove (table-9) fragile and instable. Development management that warrants efficiency, accountability and specialization, in changed global interdependent conditions, demands need based human resource policy. Scheduling of human resource transfer thus be done less frequently for those who are employed in development sectors. Separate human resource policy, if needed, be formulated for them.
 6. Staff respondent are more frustrated and less motivated than officer respondent (table-10). Limited promotion opportunity (table-8) are major cause of such psychological conditions. Appropriate attractive benefit with career opportunity for real efficient staff should be adopted.
 7. Task structure (table-3) establishes that 51.6 percent performs purely technical and general-technical mix-tasks. Job specification, recruitment examination thus need be redesigned accordingly. Education and employment policy should also be integrated so that investment in education is most prudently utilized. University education should be restricted within top scorer to be determined based on national employment demands and excess resources, if any, be invested in primary, secondary and vocational education.

Conclusion:

Human resource planning, a seminal branch of human resource management, received fastidious attention over centuries. The concept, in partial and perfunctory forms subsisted from long time in various discipline like economics, mathematics, education and training, industrial relations and behavioural science. In 1779, John Rowe's actuarial model was used for planning careers. Fall 19th and early 20th century focused human resource planning on hourly production and employee productivity.

1960s, in fact, visualised sophisticated models of human resource planning. Expanded demand for high-talent human resources resulted from high-technology programs, rapid corporate expansion and diversification spurred complex dimensions for human resources. Consequently, sophisticated mathematical models like aggregate planning, task analysis, ratio analysis, trend analysis and host of other models were evolved and put into practices. Unfortunately, in more than 30 years time, those sophisticated models are yet to be introduced in Bangladesh, Particularly in government offices. Rigid administrative norms, structure and process modelled on British traditions are still dominant. Managerial experience and judgements hold seminal guide in human resource planning. Administrative reforms studies so far undertaken upto now have paid insignificant attention on the human resource planning. Current changed global conditions after the end of cold-war, have enhanced competitions between nations and organisations. This warrant for more efficient and effective planning and utilization of human resources.

Thana administration having its uniform structure, role and functions in 460 geographic locations, has been chosen for this study with the assumption that result of one thana may be replicated in other thanas. The studies aimed at evaluating and analysing the present human resource demands and designing appropriate model for thana administration.

The research results prove net overstaffed structure within 35-45 percent range, daily and weekly actual mean work accomplishment of 3.2 hours and 17.1 hours as against net standard 6 and 34 hours per person respectively. Per capita development fund ratio shows declining trend and Taka 2939/= revenue fund is incurred to manage a development fund of Tk. 333/=. Moreover, the human resources have great potentials to raise the productivity level by 72.1 percent. The research also determined the flexibility in human resource planning and as a measure, statistics on respondents' age distribution pattern, work experience, retirement schedule, inter-organizational transfer, attrition and leave/absence (both authorised and unauthorised) rate were analysed. The result portray total 7.51 percent slugs in forecasting human resource demand.

Empirical findings and analysis generate following basic recommendations:

1. The excess staff (35-45 percent) of the thana administration should either be deployed elsewhere or retrenched or their jobs be redesigned. The functions of the thana administration be restructured and power decentralized accordingly.
2. All employees of the thana administration be grouped according to core and non-core staff. The non-core staff be appointed on contractual basis while core staff (particularly class-1 officers) be appointed on permanent basis.
3. Comprehensive job analysis studies be undertaken to design need-based training curricula and simplify work/rules/procedures.
4. Job description should formalises staff accountability directly to peoples representative.
5. Human resource demand forecasting effort must keep 7.51 percent allowances to accommodate attrition, leave/absence and other slugs for the thana administration.
6. Thana administration should be given more funds for development activities.
7. Separate human resource transfer policy for development and regulatory functions be designed. Scheduling of transfers be done less frequently to ensure organisational stability.
8. Attractive benefits with career opportunity for real efficient staff should be introduced.

The research, exploratory in nature, in public sector has opened up the path for other researchers and human resource managers to design and conduct more researches, redesign, existing human resource plan and organisation structure. Based on this model, redesigned plan and structure would substantially minimise costs and maximise organisational efficiency and effectiveness.

Figure:-1 . The Human Resource Planning Process

1. Needs Forecasting

Analysis of external conditions
 * Economic, social, political factors
 * Government and legislation
 * Population and work force
 * Markets and competition
 * Technologies

Future human resource requirements
 * Organization and job design
 * Plans and budgets
 * Management policies and philosophy
 * Technologies and systems
 * Affirmative action/EEO goals and plans

Future human resource availability
 * Current inventory of talent
 * Forecasted attrition
 * Forecasted movement and development
 * Effects of past human resource programs

Forecast of human resource needs
 * Immediate and longer term
 * External hiring needs
 * Reductions and reallocations
 * Improved utilization
 * Development

2. Program Planning

Performance management

* Organization
 Activities
 Relationships
 Responsibilities
 Standards
 Quality of work life
 (climate)

* Performance appraisal
 Performance plans and goals
 Coaching
 Evaluation

* Reward structures
 Compensation
 Benefits

Career management

* Policies and systems
 Recruitment
 Selection and placement
 Promotion and transfer
 Development and training
 Termination or retirement

* Management succession
 Individual assessment
 Position requirements
 Replacement charting
 Succession planning
 Tracking career progress

* Career opportunities
 Job requirements
 Career paths
 Career communications

* Individual career planning
 Self-analysis
 Personal career plans
 Development action plans

APPENDIX-2

Bangladesh Public Administration Training Centre
Savar, Dhaka

QUESTIONNAIRE

Research Title: Human Resource Planning at Local Level

(Data and information to be furnished in this questionnaire shall be used only for research. Respondents identity (name, job title etc.) shall, in no way, be disclosed. Thus, please do not hesitate to give full information in neutral and objective fashion.

1. a) Name of the respondent (Optional):-----
 b) Job title:----- (c) Cadre (If any)-----
 d) Name of the thana administration:-----
 e) Name of the section/unit where you are working for:-----

2. Please indicate your job status/category and nature of work according to the following format:

Job Category	Nature of Work
☐ Class I	☐ General/Clerical
☐ Class II	☐ Technical
☐ Class III	☐ General & Technical Mix
☐ Class IV	☐ Other (Please Specify):-----

3. Please indicate your present age (as on 30-06-1995), length of service/experience in government, semi-government, autonomous and private organisations. Also please indicate total years of services to be performed until the age of retirement.

Age (In years) as on 30-6-95 (Inclusive upper limit)		Length of service/experience (Inclusive upper limit) (In years)		Years of Residual Services (upto the Age of Retirement (Inclusive upper limit)	
☐ 18-25	☐ 25-30	☐ 1-5	☐ 5-10	☐ 1-5	☐ 5-10
☐ 30-35	☐ 35-40	☐ 10-15	☐ 15-20	☐ 10-15	☐ 15-20
☐ 40-45	☐ 45-50	☐ 20-25	☐ 25-30	☐ 20-25	☐ 25-30
☐ 50-55	☐ 55-57	☐ 30-35		☐ 30-35	

4. Please provide information on your academic qualifications, promotions and appointments (Please Tick).

Academic Degree(s)	Mode of Appointment	Promotion Opportunity (Number of Times Promoted)
☐ Below S S C	☐ Direct appointment	☐ Not at all
☐ S S C or equivalent	☐ Promotion	☐ 1 time
☐ H S C or equivalent	☐ Other (Please specify):	☐ 2 times
☐ Bachelor or equivalent		☐ 3 times
☐ Master or equivalent		☐ (Please specify in case of more than 3 times)
☐ Other (Please specify)		

5. Please give an account of how many times you were transferred during the last five (1989-94) years (Please Tick):

INTRA-THANA TRANSFER(s) (From one section/unit to other section/unit)	INTER-THANA TRANSFER(s) (From one thana to another thana)	Total number of transfer (s)
☐ Not at all	☐ Not at all	☐ Not at all
☐ 1 time	☐ 1 time	☐ 1 time
☐ 2 times	☐ 2 times	☐ 2 times
☐ 3 times	☐ 3 times	☐ 3 times
☐ (Please specify if it exceeds 3 times)	☐ (Please specify if it exceeds 3 times)	☐ 4 times
		☐ 5 times
		(Please specify if it exceeds 5 times)

6. Particulars of your level of motivation/frustration in work/workplace:

INDICATOR (s)	Degree of Motivation and Frustration (Please tick)			
	Not at all	Some	Substantial	Much
a. How much do you feel motivated in performing your tasks?	☐	☐	☐	☐
b. How much do you feel frustrated in your worklife ?	☐	☐	☐	☐
c. How much scope is there to motivate you further ?	☐	☐	☐	☐
d. Do you think that your efficiency would increase if appropriate actions to enhance motivation and reduce frustration are taken ?	☐	☐	☐	☐

7. Please indicate how much of your efficiency can be raised by adopting following actions/steps.

Actions/Steps	Degree of Efficiency Enhancement (In Percent) (Inclusive Upper Limit)					Please Indicate if more than 100%
	10-20	20-40	40-60	60-80	80-100	
a. Motivational Programs	☐	☐	☐	☐	☐	-----
b. Training programs	☐	☐	☐	☐	☐	-----
c. Effective use of time/reducing wastage of time	☐	☐	☐	☐	☐	-----
d. Simplification of work methods/procedures/rules	☐	☐	☐	☐	☐	-----
e. Enhancement of powers and authorities	☐	☐	☐	☐	☐	-----
f. Other (Please Specify)	☐	☐	☐	☐	☐	-----

8. Please list down names of maximum three basic work/tasks that can either be delegated to and from thana administration from and to ther organisations (like NGOs, semi-government, autonomous organisations) operating at thana level:

WORK/TASKS THAT CAN BE DELEGATED					
TO THANA ADMINISTRATION			FROM THANA ADMINISTRATION		
a.	-----		a.	-----	
b.	-----		b.	-----	
c.	-----		c.	-----	

9. Please give an account of basic work performed by your section/unit during CY 1993 and 1994.

Name of Basic Work	Unit of Measurement	Work Performed In	
		1993	1994
- Total receipts	In Numbers	--	--
- Total issues	do	--	--
- Total Files:			
- At the begining of the year	do	--	--
- At the end of the year	do	--	--
- Total meeting/conference held	do	--	--
- Total visitors	do	--	--
- Time spent in protocol work	In man-days	--	--
- Time spent in inspection	do	--	--
- Time spent in organising training courses	do	--	--
- Total courses organised	In numbers	--	--
- Total participants	do	--	--
- Disposal of cases:			
- Case(s) disposed-off	do	--	--
- Case(s) in process	do	--	--
- Case(s) unfinished/incomplete	do	--	--

10. Please give an account of work/tasks you have performed yesterday with actual time spent in each task. You can add new job items if necessary.

Name of Work/Tasks	QUANTITY OF WORK		Time Actually Spent (In Minute)
	In Number/ Person	In page/ Times	
- Writing drafting/typing of letters/ memoes	----	----	----
- Writing/typing of notes	----	----	----
- Writing/typing of summary	----	----	----
- Discussion over phone	----	----	----
- Preparation/typing of report	----	----	----
- Preparation/typing of Project document	----	----	----
- Reading of files/documents	----	----	----
- Discussion with visitors	----	----	----
- Conducting/participating in meeting/conference	----	----	----
- Inspection/visit(Field/Project)	----	----	----
- Protocol work	----	----	----
- Preparation/typing of statement of accounts	----	----	----
- Preparation/examination/typing of bill/vouchers	----	----	----
- Procurement & distribution of store materials	----	----	----
- Supervision & monitoring	----	----	----
- Counselling of subordinates	----	----	----
- Other (If any, please specify)	----	----	----
-----	----	----	----
-----	----	----	----

11. Please give an account of work/tasks you have performed during the last week with actual time spent in each task.

Work/Tasks Performed In Last Week		Time Spent In Each Task(In minute)	
a.	-----	a.	-----
b.	-----	b.	-----
c.	-----	c.	-----
d.	-----	d.	-----
e.	-----	e.	-----
f.	-----	f.	-----

12. Do you perform any occasional duties ? If so, please tick as many jobs as you occasionally perform. You can add any duties not listed in this question.

Name of Occasional Duties	Please tick if you have occasionally performed the duties
Accounts Preparation	☐
Agricultural Rehabilitation	☐
Disaster Management	☐
Election Management	☐
Field/Project Visit/Inspection	☐
Fertilizer Distribution	☐
Meeting Management	☐
Protocol Management	☐
Report Preparation	☐
Relief Distribution	☐
Training Management	☐
Other (If any, please specify)	

13. Do you know what will you do next day or week (except weekend). If so, please list down the work/tasks you will perform in a day or week with estimated time required to perform the work/tasks.

WORK/TASKS TO BE PERFORMED IN			
NEXT DAY		NEXT WEEK (Except weekend)	
Name of Work/Tasks	Estimated Time Required (In Minute)	Name of the Work/Tasks	Estimated Time Requ- ired (In- Minute)
a.	-----	a.	-----
b.	-----	b.	-----
c.	-----	c.	-----
d.	-----	d.	-----
e.	-----	e.	-----

14. Please give an account of budget and expenses of your Section/Unit for the FY 1993-94 and 1994-95.

Line/Item	FINANCIAL YEAR			
	1993-94		1994-95	
	Budget Taka	Expenses Taka	Budget Taka	Expenses Taka
a. Revenue Budget	-----	-----	-----	---
b. Development Budget	-----	-----	-----	---
c. Budget for Salary & Allowances (Including TA DA & Overtime)	-----	-----	-----	---
Total=				

15. Please give a sector-wise account of the project investment and project implementation/expenses of the thana administration for the last two FY 1993-94 and 1994-95.

Sector	Financial Year					
	1993-94			1994-95		
	Number of Projects Implemented	Budget (Taka)	Expenses (Taka)	Number of Pro- jects Implemen- ted	Budget (Taka)	Expenses (Taka)
Agriculture and Irrigation						
Education Development						
Housing & Physical Planning						
Health and Social Welfare						
Small and Cottage Industries						
Socio-economic Physical Structure						
Transport & Communication						
Miscellaneous						
Other						

16. Please give a section/unit-wise account of manpower (both approved and existing).

Section/Unit	APPROVED POSTs		EXISTING POSTs		How long the posts are vacant
	Officers	Staff	Officers	Staff	
TNO's Office					
Health & Family Planning					
Education					
Agriculture					
Engineering					
Cooperative					
Livestock					
Fisheries					
Social Welfare					
Rural Development					
Land/Revenue					
Food					
Statistics					
Accounts/Finance					
Police					
Ansar & VDP					
Other(Please specify)					
Total .					

17. Please give a section/units wise account of leave/absense (both authorised and unauthorised) of your staff for the CY 1994.

Name of Section/Unit	Total Officers and Staff	ACCOUNT OF LEAVE ABSENSE (IN DAYS)			
		Casual Leave	Earned Leave	Other Leave	Unauthorised Absense

18. During CY 1994 how many officers and staff have joined or left your section/unit ? Please furnish informatiion according to following formats.

Name of the Section/Unit	ACCESSION (In Number)	SEPARATION (In Number)		
	Recruitment	Resig- nation	Dismissal	Retirement

19. Beacuse of the privatization process/participation of NGO's in developmen processess, do you think that the roles (duties and responsibilities), aims and objectiv of the thana administratioin /your section/unit has changed formally or informally ? so, please list down maximum three such basic roles, aims and objectives in order of priority.

Change of Aims and Objectives	Change of Roles (Duties and Responsibilities)
a. _____	a. _____
b. _____	b. _____
c. _____	c. _____

Signature (Optional) _____
Date : _____

Please return your accomplished questionnaire to:
MD. SHIRAJUL ISLAM
Deputy Director
B.P.A.T.C, Savar
Dhaka.

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