

CERTIFIED SECRETARIES (CS)

PART III

SECTION 5

HUMAN RESOURCE MANAGEMENT

STUDY NOTES

HUMAN RESOURCE MANAGEMENT DEFINED

A study group of managers of Great Britain defined HRM as the part of process of management which is specifically concerned with the people employed in an organization. Its purpose is to establish and maintain sound personnel relations at all levels of organization and to secure its effective use of personnel by ensuring such conditions of employment as well enable all persons in the enterprise to contribute most effectively to its purpose in the performance of their duties, as well as to attain those personal and social satisfaction which they tend naturally to seek within their working environment. Human resource management has been defined by (Gary D. 2008), as “ the policies and practices involved in carrying out the “people” or human resource aspect of management position, including recruiting, screening, training, rewarding and appraising”. We can therefore conclude that human resource management is the process of acquiring the right number and type of workers, training, appraising and compensating employees, attending to their labor relations, health and safety.

WHY HUMAN RESOURCE MANAGEMENT IS IMPORTANT TO ALL MANAGERS

It is assumed that all managers have a keen interest in human resource management. In other words every manager in any one given organization can not do without human resource management function. May we can explain this by listing down some of the personnel mistake that you would not want to make while managing.

NATURE OF HRM

a) People-Centered:

Human beings are diverse in every aspect. Therefore all people in the organization should be treated and motivated differently so as to make them contribute their utmost to the organizational effort

b) Recognition as a total Human Being:

Individuals working in an organization contribute to it through their work, talent, drive etc. yet it is not possible to employ only a person's skill, talent or such other characteristics. A whole person is to be employed because his characteristics are inseparable.

c) Human Dignity:

Human beings can not be equated with other factors of production. They represent the freest creation of nature and expect and deserve to be treated with respect and dignity.

d) Multi-disciplinary:

Human beings are rather unpredictable in their behavior in organizations. Such unpredictability of their behavior arises from their deep-seated needs and value systems. To understand human behavior, personnel management seeks to achieve this by adopting multi-disciplinary approach drawing heavily on the theory and practice of economics, sociology, psychology etc.

e) Extended scope

Personnel management is concerned with the people employed in an organization but it doesn't confine itself to affording personal and social satisfaction to employees of an organization. It views an individual as a total person and not merely in terms of his skills, talent or knowledge. It seeks to make him a better person, besides a better employee so that he can be able to contribute fully to the society of which he is part of.

f) Continuous exercise

To be productive as desired results, personnel management has to be practiced on a continuous basis. Personnel management requires a constant alertness and awareness of human relations and their importance in everyday operations.

g) Personnel might as profession

A profession may be defined as an occupation based upon specialization in intellectual study and training, the purpose of which is to supply skilled service or advice to others for a definite fee or salary. It is a service occupation and therefore useful to the society.

OBJECTIVES OF PERSONNEL MANAGEMENT

1. Social objective

- a. Provision of employment opportunities
- b. Better productivity
- c. Maximum material and mental satisfaction to workers
- d. Healthy human relations and social welfare

2. Personal objective

- a. Adequate remuneration
- b. Job security
- c. Facilities for proper training and development
- d. Increased job satisfaction
- e. Opportunities for advancement

3. Enterprise objective

- a. Recruit competent employees
- b. Maintain satisfied/motivated employees
- c. Retain productive employees

4. Union objective

This requires utmost fact and caution, particularly in matters concerning recognition of representative unions, formulation of personnel policies in consultation with them, and creation of an atmosphere where they are obliged to practice self discipline and co-operate with management

FUNCTIONS OF HUMAN RESOURCE MANAGERS

Personnel management involves in two types of functions

A. Managerial functions

I. Planning :

Planning means looking ahead and to provide for an uncertain future. It means determining the personnel objectives, policies and programmes in advance. It aims at making sure that the organization has adequate number of persons, rightly placed so that they are able to efficiently contribute to accomplishment of enterprise objectives.

II. Organization

The organization structure should clearly lay down the inter-relationship between persons, job and physical factors. Every person should be made to know the requirement of his job, how his job is related to other jobs, what types of relations he should have with his immediate superiors and subordinates and what channel of communication should be followed. This is normally done by top level management in conjunction with personnel office.

III. Direction

Proper direction and motivation is provided by issuance of appropriate order and instructions to workers at various levels. Orders should be complete, precise, to the point and easy to understand.

IV. Controlling

This is to see to it that the performance at each level is as per the plan. It involves establishing reasonable and attainable standards, levels of performance expected of workers and effective feedback i.e. comparison and evaluation of performance, discovery of deviation and *citations of necessary corrective action.

- i. **Operative function**-Procurement, Development, Remuneration or compensation, Integration, Maintenance

JOB ANALYSIS

The purpose of this topic is to show you how to analyze a job and write job descriptions. We will see that analyzing jobs involves determining in details what the job entails and what kind of people the organization should hire for the job.

Basic Terminology

The simplest unit of work is the micromotion. A micromotion involves a very elementary movement such as reaching, grasping, positioning or releasing an object. An aggregation of two or more micromotions forms an element. An element is a complete entity such as picking up, transporting and positioning an item. A group of working elements makes up a work task. Related tasks comprise the duties of a job. Duties when combined with responsibilities (obligations to be performed) define a position. A group of positions that are identical with respect to their major tasks and responsibilities form a job. A job may be held by more than one person whereas a position cannot.

Job analysis defined

A job may be defined as a collection of duties, tasks, and responsibilities which as a whole is regarded as a regular assignment to individuals and employees. Therefore job analysis can be defined as a detailed and systematic study of information relating to the operations and responsibilities of a specific job it is the process of determining, by observation and study and reporting pertinent information relating to the nature of a specific job. It is the determination of tasks which compromise the job and of the skills, knowledge, abilities and responsibilities

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- ii. Only a single means and source are used for gathering data. All too often an analysis process depends on only one of the many available methods, when a combination of methods might provide better data.
- iii. The supervisor and the jobholder do not participate in the design of job analysis. Too many analyses are a one-man show. The job holder and his supervisor should be involved early in the planning of the project
- iv. No training or motivation exists for jobholders. Jobholders are the most important sources of information for analysis yet they are seldom trained or prepared to generate quality data. Some are rarely made aware of the importance of the data and almost never rewarded for providing good information.
- v. Employees are not allowed sufficient time to complete the analysis. Usually companies conduct analysis as if it was a crash programme and employees are not given sufficient times to do a thorough job analysis.
- vi. Activities may be distorted. Without proper training and supervision, employees may submit distorted data. Those being watched may speed up if they are made aware.
- vii. There is a failure to critique the job. Many analyses just report what the jobholder currently does. Yet, the job should be critiqued to determine whether it is being done correctly or whether improvements can be made.

HUMAN RESOURCE PLANNING

DEFINITION OF HUMAN RESOURCE PLANNING

Human resource planning is the process of ensuring that the organization has the right number of people, the right type of people at the right time doing the right job. There are many definition of manpower planning as there are authors of human resource books. Let us now look at some of the definitions from various authors.

1. Michael Armstrong (2001) defines human resource planning as the process that “determines the human resource required by the organization to achieve its strategic goals.
2. Saleemi N.A (1997) “human resource planning involves an accurate determination of the present and the future manpower needs of the enterprise and exploration of the source to meet the same”.
3. Gary Dessler (2005) “personnel planning is the process of deciding what position the firm will have to fill, and how to fill them”.

HRP is seen as a strategy for the acquisition, utilization improvement and retention of an enterprise’s human resources. HRP is therefore a strategic process.

HRP is the process for ensuring that the HR requirements of an organization are identified and plans are made for satisfying those requirements. It addresses HR needs in both qualitative and quantitative terms i.e., how many people and what sort of people.

NATURE OF HUMAN RESOURCE PLANNING

Below is the salient feature of human resource planning as described by Saleemi (1997)

1. Human resource planning involves forecasts or projection of the future manpower needs so that adequate and timely provisions may be made to meet those needs. It is future oriented.
2. The basic purpose of human resource planning is to determine the right number and the right type of people for effectively accomplishing the tasks and goals of the organization.

3. Planning for human resource is the primary responsibility of the management to ensure proper utilization of the present and the future manpower. Human resource planning is complementary to organization planning.
4. Human resource planning is a continuing or never-ending process because the demand and supply of manpower are subject to frequent change. It is a dynamic activity.
5. It represents a system approach to personnel in which the emphasis is on the interrelationships among various personnel policies and programmes.
6. Human resource planning includes an inventory of the current manpower in order to determine its status and to identify untapped talents available in the programmes.
7. Human resource planning has two aspects; qualitative and quantitative.
8. It results in the development of policies, programmes and procedures for the acquisition, development, preservation and utilization of the organization human assets.
9. Human resource planning is an integral part of corporate planning.

The objective of human resource planning includes the following.

- a) To ensure the necessary personnel are available for performing different tasks in the organization efficiently.
- b) To ensure optimum use of the current manpower.
- c) To forecast future knowledge, skills and ability requirement.
- d) To provide control measures so that human resources are available they are required.
- e) To promote the development of existing personnel.

Purpose of Human Resource Planning

- HRP can help management in making decisions in the following areas:
- Recruitment
- Avoidance of redundancies
- Training-numbers and categories
- Management development
- Estimates of labour costs
- Productivity bargaining
- Accommodation requirements

BENEFITS OF HUMAN RESOURCE PLANNING

1. Reduces labor costs.
2. Facilitates internal succession of managerial personnel in the event of unforeseen turnover.
3. Enables personnel to be developed so as to make the optimum utilization of the current manpower.
4. Possible to formulate management succession plans.
5. Enables the management to identify the gap and fill it in time.
6. Helps in growth and diversification of business.
7. It is useful for economic development.

We can therefore conclude that, systematic planning for human resource requirements is an essential part of the overall business planning and no organization can do without it. Human resource forms the intellectual capital of the organization. It is the human in the organization who thinks and manipulates all other resources to achieve the organizational goals.

THE PROCESS OF HUMAN RESOURCE PLANNING

The process of human resource planning is one of the crucial, complex and continuing managerial functions. This is because it embraces organization development, management development, career planning and succession planning of an organization. The steps of human resource planning include:

1. Current assessment

For an existing organization, it is only logical to begin human resource planning by assessing the current manpower in the organization. This you do by preparing a human resource inventory using the information from the application forms filled by the employees at the time of recruitment into the organization. This inventory will allow you as a manager, to know the talents and skills that are currently available in the organization. You are also required to look at the job analysis so that you would determine what human behavior each job requires. After this you compare the skills available and the skills required to see if there is any gap to be filled. As a manager you should look at job specification and job description and see if the manpower you have in the organization has the requisite skills to handle the responsibilities successfully.

2. Future assessment

You remember we said that human resource planning is an integral part of strategic corporate plans. Corporate plans are strategic such that they spell out future activities. Therefore, human resource planning also estimates the future personnel requirements. The estimate depends on the nature and the type of growth of the organizational unit, nature of the product produced the rate of growth of the organization. Further, budgets and financial statements also helps the personnel department in establishing the workload in the organization. This workload determines the demand for future employees.

3. Development of future programme

After assessing the future requirement for human resource, you are required to develop plans for that future. For example if the assessment shows that you are likely to have shortage of manpower in future, plans are made to make sure that in that future adequate human resource are available. This can be done by highlighting the major areas where there is overstaffing and plans are made to transfer them in the shortage areas. However they may require some training to have the required skills. Or on a sharp contrast, if you estimate surpluses in almost all the departments, its solutions might include attrition, early retirement, demotions, layoffs, termination of employees, or opening up new branches or diversification of production. The most difficult situation that may face a manager is surplus of employees.

4. Career development

Career development is part and parcel of the organization plans. No organization can afford to ignore this. Career development is important because it prepares managers to deal with the dynamic environment. The job the employees usually perform may require advanced techniques. This is very common which uses technology more often. If career development is not done, the employees' capability may become obsolete. Career development is of value to the organization because it ensures that the needed capabilities are available now and in the future. This in turn enables the organization to attract and retain talented employees. Career development does not necessarily mean that one has to be taken for training, but one can also be developed by being assigned challenging tasks. We are going to deal with development in the later chapters.

EMPLOYEE TRAINING

Training is the process of increasing the knowledge and skills of an employee for doing particular jobs. It is an organized activity designed to create a change in the thinking and behavior of people and to enable them to do their jobs in a more efficient manner.

The purpose of training is to enable the employees to get acquainted with their present or prospective jobs and also increase their knowledge and skills. Training makes new employees more productive and efficient

NEED OF TRAINING

1. Non-availability of trained personnel
2. Suitability for enterprise needs
3. Proficiency in the latest technology

ADVANTAGES OF TRAINING

1. Job satisfaction
2. High output of quality goods
3. Fewer accidents
4. Low spoilage rate
5. Reduction in number of complaints
6. Mastery in new methods
7. Better use of resources
8. Introduction of latest methods
9. Healthy interpersonal relations
10. Management by exception
11. Personal growth
12. Reduction in manpower obsolescence
13. Enabling the organization to provide increased financial incentives, opportunity for internal promotion and raising of pay rates.

IDENTIFICATION OF TRAINING NEEDS

Training is a means to increase the effectiveness of employees both managers and workers, in their present jobs and to prepare them for promotion to positions with greater responsibility. It should therefore be related to the needs of the organization and that of the employee concerned.

How you analyze training needs depends on whether you are training new or current employees. The main task is analyzing new employees' is to determine what the job entails and to break it down into subtasks, each of which you then teach to the new employees.

According to McGhee and Thayer, the following three step approaches may be adopted to identify the training needs of any organization

1. *Organization analysis*

Every organization exists to accomplish certain goals. These are expressed in the organizations mission statement. Therefore the management should ask themselves what the organizations goals are and how well are they being achieved? This will give an indication on what need to be done for them to be achieved.

2. *Task analysis*

This is a detailed study of jobs to determine what specific skills the job requires. Job description and job specification are also helpful here. These list down the job specific duties and skills and

thus provide the basic reference point in determining the training required. You can also uncover the training needs by reviewing performance standards, performing the job, and questioning current job holders and their supervisors.

3. ***Worker analysis***

Having known the behavior required to perform a particular task, the next step is to find out whether your employees have those behaviors. The first step is to compare the person's actual performance and the set standards. Distinguishing between can't do and can won't do problems is the heart of performance analysis. Once you are certain that the employees are not performing due to lack of skill, knowledge, and ability, the desired training is organized.

Kinds of Training

1. ***Internal or on-the-job training***

a. *Demonstration*

Here the trainer describes and demonstrates how to do a certain work. He performs the activity himself, going through a step by step explanation of the why, how and what of what he is doing. Demonstrations are often used with the combination with the lectures, pictures, text material, discussion, etc. the emphasis on this method is on know-how. The principle and the theory of a job must be thought by some other methods.

b. *Apprenticeship training.*

A major part of training time is spent on the job productive work. Each apprentice is give a program of assignments according to a predetermined schedule which provides for efficient training for the trade skills. This method is appropriate for the training of crafts, trades and technical areas, especially when proficiency in a job is as a result of craftsman, a machinist, a printer, a tool maker, a pattern designer, a mechanic, etc.

c. *Vestibule training*

It involves classroom training imparted with the help of equipment and machines identical to those in use at the place of work. Theoretical training is given in the classroom, while practical work is conducted in the production line. It is often used to train clerks, bank tellers, inspectors, machine operators, typists, etc.

d. *Simulation*

It is an extension of vestibule training. The trainee works in closely duplicated real job conditions. This is essentially is cases in which actual on the job practice is expensive, might results into serious injuries, a costly error or destruction of valuable material or resources, e.g. in aeronautical industry.

Other methods includes

- 1) An assistance position
- 2) Committee or board membership
- 3) Delegation
- 4) Refresher training
- 5) Orientation or induction

development may also cultivate employee commitment. The most attractive proposition an employer can make today is that in five years the employee will have more knowledge and be more employable than now.

ROLES IN CAREER DEVELOPMENT

The employee, the manager and the employer all play roles in planning, guiding, and developing the employees' career. Below is a summary of the different roles played by employee, manager and employer. However, the employee must always accept full responsibility for his or her own career development and career success. This is one task that no employee should ever leave to a manager or employer.

a) Individual Role (Employee)

- Accept responsibility for your own career
- Assess your interests, skills and values
- Seek out career information and resources
- Establish goals and career plans
- Utilize development opportunities
- Talk with your manager about your career
- Follow through a realistic career plan

b) Manager Role

- Provide timely performance feedback
- Provide developmental assignment and support
- Participate in career development discussion
- Support employee development plans

c) Organizational Role

- Communicate mission, policies and procedures
- Provide training and development opportunities
- Provide career information and career programs
- Offer a variety of career options

MANAGING PROMOTIONS AND TRANSFERS

Promotion and transfers are integral parts of most people's careers – promotions traditionally refer to advancements to positions of increased responsibility; and transfers reassignment to similar positions in other parts of the firm.

MAKING PROMOTION DECISIONS

Most people who are working always look forward to promotions, which usually mean more pay, responsibilities or privileges and often leads to job satisfaction. Some people are promoted so as to be rewarded for exceptional performance. Other times promotion is done in line with succession planning so as to fill open positions with tested and loyal employees. However promotion is not always a positive feeling for both employee and employer. Unfairness,

arbitrariness, or secrecy can diminish the effectiveness of the process for all concerned. Therefore several decisions have to be made in any firm's promotion process. They include:-

- Is promotion by seniority or competence the rule?
- How should we measure competence?
- Is the process formal or informal?
- Vertical, horizontal or other?

HANDLING TRANSFERS

A transfer is a move from one job to another, usually with no change in salary or grade. Employees seek transfers for many reasons which includes; personal enrichment, more interesting jobs, greater convenience (e.g. better hours, location etc) or greater advancement opportunities.

Employers may transfer a worker to vacate a position where he or she is no longer needed, to fill one where he or she is most needed. Transfers are a way to give employees who might have nowhere else to go a chance for another assignment and, perhaps, some personal growth. Firms should have policies of routinely transferring employee from one locale to another.

CAREER MANAGEMENT AND EMPLOYEE COMMITMENT

The question to ask is; How can career development foster employee commitment? The environment is so dynamic thus employees need to be dynamic as well. The employer's career planning and development process can and should play a central role in this process. It is through this process that an employer supports the employee's efforts to test and develop viable career goals, and to develop the skills and experience that accomplishing those goals requires. Managed effectively, the employer's career development process should send the signal that the employee cares about the employee's career success, and thus deserves the employee's commitment. This can be facilitated through career-oriented appraisals and career development programs.

JOB CHANGE

Promotion

Promotion may be defined as an upward (vertical) advancement of an employee in an organization to another job commending greater responsibility, better pay, better status, prestige, higher opportunity and challenges, higher authority, better working environment, convenient working hours and facilities and higher rank.

Objective of Promotion

- a. To furnish an effective incentive for initiative, enterprise and ambition
- b. To reduce discontent and unrest
- c. To attract suitable and competent workers
- d. To conserve proved skills, training and ability
- e. To suggest logical training for advancement

Question: what is the significance of promotion?

Demotion

This is an assignment of an individual lower pay and lower responsibility. This lowers down the status, pay, and responsibilities of an employee.

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MOTIVATION PROCESS & THEORIES

MEANING OF MOTIVATION

Some words which go with motivation:

- Desire
- want, wishes
- aims, goal
- needs and drives
- motives, incentives

Motivation is a term used to describe those processes both instinctive and rational, by which people seek to satisfy their basic drives, perceived needs and personal goals which triggers human behaviour

Therefore motivation is a process and a drive

Motivation may be defined as keenness for a particular behaviour or simply willingness to work in order to achieve a predetermined reward or goal.

Motivation is a product of needs, drives or motives, which is basically the driving force within a person.

It is an inner state that energises, activates or directs behavior towards achieving a goal

Motivation is a process that starts with **physiological** or **psychological** deficiency or **need** that activates a behaviour or a **drive** that is aimed at a **goal** or an **incentive**

Therefore motivation lies in the meaning of interrelationship between

- need
- drive
- incentive

Need: Created whenever there is a physiological or psychological imbalance e.g. when the body is deprived of food

Drive: it is a deficiency with direction – actions which provide an energising thrust towards reaching an incentive

e.g. need for food translates to hunger (drive)

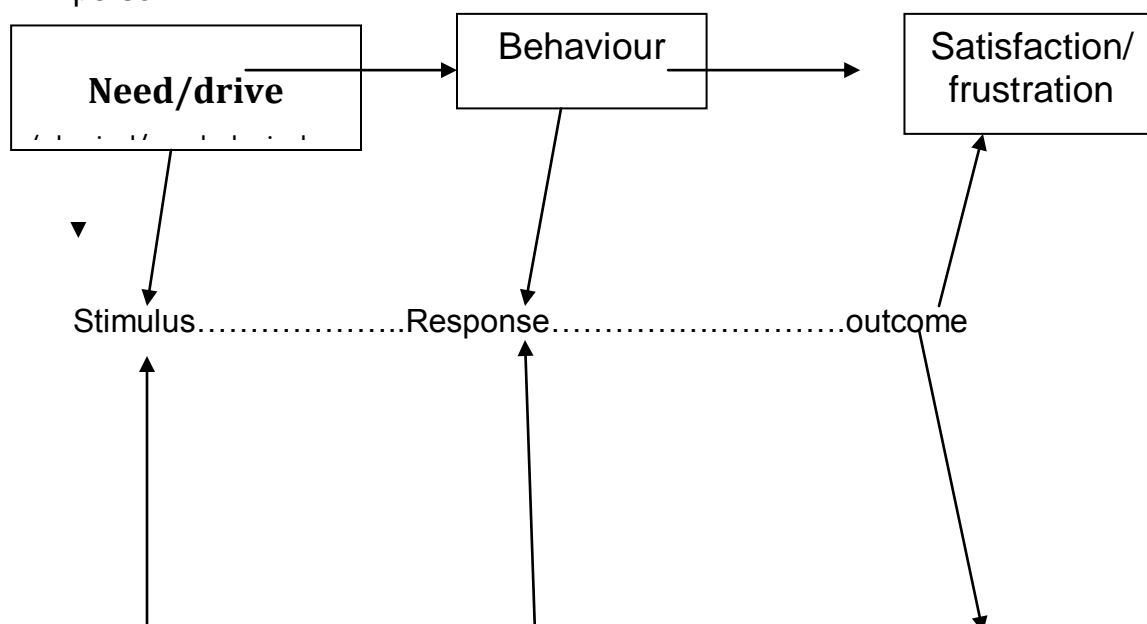
need for friends translates to a drive for affiliation

incentive: anything that alleviates the need and reduces the drive, restores the physiological or psychological balance

Model of motivation

A simplified model of motivation would look like below

The need is created when there is a psychological or physiological imbalance in the person.



DOUGLAS MCGREGOR THEORY X AND THEORY Y

McGregor saw two different set of assumption made by managers about their employees – X and Y

Theory X

- **Regards employees as being inherently**
- **Lazy – the average human being has an inherent dislike for work and will avoid it if he can**
- **Because of the laziness, most people require coercion and control, direction, threat with punishment to get the work done**
- **Avoid responsibility**
- **Has relatively little ambition and only seeks security**

Theory Y

This theory sees people in a more favourable light

- **Employees are seen as liking work – which they see as natural as rest or play**
- **Work is seen as a source of satisfaction**

- **Employees do not have to be controlled or coerced so long as they are committed to the organisation objectives. Employees will exercise self control and self direction to achieved objectives**
- **Under proper conditions, they will not only accept but also seek responsibility**
- **Employee exercise imagination and ingenuity at work**

In real life, a bred of the two is likely to provide the best prescription for effective management

HERZBERG'S MOTIVATION- HYGENE THEORY (TWO FACTOR THEORY) 1959

Herzberg conducted a motivational study on about 2000 accountants and engineers employed by firms around Pittsburg, Pennsylvania

Environmental (Air, Water, Food, Safety)

The capability to live in a clean and safe environment that is not detrimental to health. The quality of today's environment has a direct effect on personal wellness. To enjoy environmental wellness, we require clean air, pure water, quality food, adequate shelter, satisfactory work conditions, personal safety, and healthy relationships.

Spiritual (Values, Purpose, Intuition, Vitality)

The sense that life is meaningful and has a purpose; the ethics, values and morals that guide us and give meaning and direction to life. Spiritual wellness is a search for meaning and purpose in human existence.

EHSW TRAINING PROGRAMMES:

These include:

- ❖ General training such as employee orientation that provides an overview of the policies and advice on preventing and responding to workplace injuries with employees taking a required online refresher course annually.
- ❖ Job-specific training that covers hazards relating to specific jobs at HP.
- ❖ Ergonomics training (the study of the conditions in which people work most effectively with machines - science of matching the work environment with the individual characterizes and capabilities of the worker) such as online Safety and Comfort Guide to reduce the risk of injuries and illnesses related to handling materials and day-to-day office work.
- ❖ Self-audits that help sites assess how well employees are managing health and safety risks.
- ❖ Chemical management system that enables employees to search for information about how to handle chemicals safely.

- ❖ Emergency preparedness information on emergency and disaster planning, prevention, response and recovery.

CONTEMPORARY ISSUES IN HUMAN RESOURCES MANAGEMENT TOPIC

Introduction

succession planning

Succession planning is not an issue that many organizations address in any systematic way. Because many nonprofits are small (with fewer than 10 employees) and because they may be facing other organizational challenges, thinking about who the next executive director might be or what would happen if the director of finance suddenly left is not high on their priority list.

There are many reasons why organizations need to be thinking about succession planning. The most important reason, of course, is that we rely on staff to carry out our missions, provide services and meet our organization's goals. We need to think about what would happen to those services or our ability to fulfill our mission if a key staff member left.

Another reason to focus on succession planning is the changing realities of workplaces. The impending retirement of the baby boomers is expected to have a major impact on workforce capacity. Teresa Howe in "Succession Planning and Management" identified other emerging realities about the workforce in Canada:

Vacancies in senior or key positions are occurring in numerous organizations simultaneously and demographics indicate there are statistically fewer people available to fill them

Baby boomer retirements are on the rise just at the time when the economy is growing and increasing the demand for senior management expertise

There is no emerging group of potential employees on the horizon as in past generations (i.e. baby boomers, women entering the workforce, large waves of immigration)

Many organizations eliminated middle manager positions during restructuring in the 1980s and 90s and no longer have this group as a source to fill senior level vacancies

Younger managers interested in moving up do not have the skills and experience required because they have not been adequately mentored. This is because middle managers, who would normally perform this type of coaching role, were eliminated

With careful planning and preparation, organizations can manage the changes that result from a generational transfer of leadership as well as the ongoing changes that occur regularly when key employees leave an organization.

Although the type and extent of planning will be different, organizations both large and small need to have some sort of succession plan. Effective succession planning supports organizational stability and sustainability by ensuring there is an established process to meet staffing requirements. Boards and executive directors can demonstrate leadership by having the strategies

and processes in place to ensure that these transitions occur smoothly, with little disruption to the organization.

What is succession planning

While the term executive director is used throughout this discussion it is understood it is only one of many terms (such as president & CEO, senior manager and general manager) used by organizations in the sector to refer to their most senior staff person. The same is true of terms used for other positions so that an accountant in one organization may be a financial officer or CFO in another. The important consideration is not the title but the work-related responsibilities and their value within the organization.

A succession plan, simply put, is a component of good HR planning and management. Succession planning acknowledges that staff will not be with an organization indefinitely and it provides a plan and process for addressing the changes that will occur when they leave. Most succession planning focuses on the most senior manager - the executive director, however, all key positions should be included in the plan. Key positions can be defined as those positions that are crucial for the operations of your organization and, because of skill, seniority and/or experience, will be hard to replace.

Whenever size and resources permit, a succession plan should involve nurturing and developing employees from within an organization. Employees who are perceived to have the skills, knowledge, qualities, experience and the desire can be groomed to move up to fill specific, key positions. Organizations should:

- Assess their current and future needs based on either their strategic plan, goals and objectives, or priority programs and projects

- Match these to the capabilities of the existing workforce

- Develop a plan to manage the gaps that will arise when individuals in key positions leave or are promoted

The plan will generally include a combination of training and developing existing staff, and external recruitment.

Why is succession planning important?

The benefits of good succession planning include:

- A means of ensuring the organization is prepared with a plan to support service continuity when the executive director, senior managers or key people leave

- A continuing supply of qualified, motivated people (or a process to identify them), who are prepared to take over when current senior staff and other key employees leave the organization

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