TITLE PAGE

HUMAN RESOURCE PLANNING AS A TOOL FOR MINIMISING PERSONNEL COST: A CASE STUDY OF NATIONAL DIRECTORATE OF EMPLOYMENT

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APPROVAL PAGE

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DEDICATION

This piece of Research Work is specially dedicated to God Almighty from whom all the knowledge, wisdom, strength, health, life, inspiration and other inputs needed for this Research are tapped.

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ABSTRACT

The absence of a well defined human resource plan drawn according to the specifications of the National Directorate of Employment has brought about short-ages and/or excesses in human resources resulting into unmanageable and expensive imbalances in personnel quantity and quality. The end result is excessive expenses associated with excessive turnover and absenteeism, low productivity, inefficient manpower, unproductive training programmes and internal labour market inefficiency. This research work therefore, has been necessitated by the aforementioned.

To tackle this problem, a case study of the Directorate's existing human resource programmes and strategies (if any) is hereby undertaken with the aim of revitalising them and thereby reduce personnel costs and improve performance. This is done by using a cross section of National Directorate of Employment, Jos office as a sample of the entire Directorate.

Both the primary and secondary sources of data have been tapped especially through access to official records, administration of questionnaires, face to face interviews, and the observations and experience of the researcher. The quantitative data so collected is sifted, sorted and analysed using statistical calculations and observations. specifically, the simple percentage approach is utilised for such data. Also, where percentages can not be worked,

quantitative data has been summarised in tables, figures and charts. However, qualitative data, because of its nature, has been grouped according to similarity of occurrence.

Based on functional Human Resource plans drawn by experts as reviewed in chapter two (2), a model plan is drawn and practical situations/data of the Directorate are integrated into the model. The outcome is a future oriented, comprehensive and integrated human resource plan.

In conclusion, the research prove:; to be very effective as a surplus of more than N26 million is declared. Also, issues on staff welfare, control, discipline, performance evaluation, redeployment, retirement, recruitment and promotion are re-organised/revitalised to suit the practical realities of the Directorate.

WURIM, Ben Pam

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CHAPTER 1

1.0 INTRODUCTION

Human resource is the most critical of all resources at the disposal of any organisation, whether private or public. The right quality and quantity of human resources is a measure of an organisation's strength, security and success; and most organisations have recognised this fact. However, this important resource could be very expensive to obtain and maintain if the right 'dose' is not administered. Most organisations have not actually given thought to this fact and as a result, their manpower costs have continue to escalate at alarming rates.

A look at past Federal Government budgets and actual expenditure sheets reveal that large sums of money is set aside and spent every year for the payment of personnel costs in Government Ministries, Parastatals and Agencies. In the 1994 fiscal year alone, Government spent ₦18 billion[1] to offset personnel costs. Another whopping amount of ₦20 billion[2] is expected to be spent this year (1995) by the Federal Government on personnel salaries, wages and other related allowances and expenses.

In a similar development, the National Directorate of Employment (NDE) - a Government Agency is expected to spend about ₦125 million on its personnel costs in the 1995 financial year! As a result of this high expenditure on

personnel salaries and other fringe benefits of the National Directorate of Employment, alot of thought provoking questions readily come to mind. Such questions are as follows:

1) Are these costs commensurate to the benefits derived from the manpower employed?
2) Are these costs justifiable? If no, then can these costs be minimised and to what extend?
3) How can these costs be minimised?
4) Is the manpower level of the National Directorate of Employment optimum in number and quality? If no, how can this optimum number be arrived at?
5) Is the manpower as productive as required?
6) Does the workload justify such large spendings?

Also, the prevailing economic recession and its tangent effects on the Nigerian economy has brought about hardship, reductions and delay in the release of subvention to the Directorate by the Federal Government. Such reductons and delays have continued to cause unpleasant situations to the National Directorate of Employment to the extent that if these situations are not checked, all the programmes/activities of the Directorate will be grounded.

As a result of these alarming threats and thought provoking questions, it has become very necessary for a careful research into the ways and means of drawing personnel programmes that will not only absorb these shocks but help reduce the root causes of these shocks in the Directorate. To

adequately profer solutions to the above mentioned problems, interest has been aroused to prepare a future oriented, comprehensive and integrated human resource plan for the National Directorate of Employment.

In essence, this research work will analyse the present personnel programmes of the Directorate, improve same or generate new programmes that will be congruent with the present economic reality of the country and also provide answers (solutions) to the aforementioned questions. In doing this, standard manpower planning techniques recognised world wide have been utilised to prepare a human resource plan whose main aim is to minimise costs.

1.1.0 STATEMENT OF PROBLEM

The absence of an effective human resource planning process in the National Directorate of Employment has brought about shortages or excesses of human resources and these imbalances have become unmanageable and expensive. Moreover, excessive expenses associated with excessive turnover and absenteeism, low productivity, ineffecient manpower and unproductive training programmes have been in the increase.

This absence of a well defined human resource plan drawn according to the Directorate's specifications is responsible for the uncoordinated personnel costs; low productivity, low turnover and high rate of absenteeism, and the internal labour market in efficiency. Yet personnel cost is very high. This is the background of the problem of this research study to be

addressed by attempting to offer solutions to this very problem that negatively affect the performance of the Directorate.

1.2.0 OBJECTIVE OF THE STUDY

The main purpose of the study is to develope an effective human resource plan for the Directorate that will "reduce personnel costs by helping management to anticipate shortages or surpluses of human resources and to correct these imbalances before they become unmanageable and expensive".[3] Also, the study is intended to:

a) Provide a better basis for planning employee development that makes optimum use of workers' attitudes.

b) Improve the overall business process

c) Reduce turnover and absentteism, and increase productivity.

d) Develope productive manpower programmes

e) Provide tools for evaluating the effect of alternative human resource actions and policies of the Directorate.

f) Aid the systematic realisation of personnel objectives by management and personnel functionaries.

1.3.0 SCOPE AND LIMITATIONS OF THE STUDY

The study has consciously and/or unconsciously built some boundaries for itself in order to ensure that the result anticipated is made meaningful and useful to the organisation under consideration.

There are several other tools that an organisation can use to minimise costs generally and personnel costs in particular, this study however, has restricted itselt to the use of human resource planning processes to bring personnel cost to an acceptable possible minimum in relation to performance.

Although, increases in personnel costs is a common phenomenom in almost all Government Ministries, Parastatals, Agencies and private companies, this study is strictly restricted to the National Directorate of Employment.

Since planning is a matter of reviewing rather than previewing, the study is specifically restricted to a two year period: JANUARY 1996 - DECEMBER 1997. It is expected that at the end of this period, this human resource plan should be updated to take care of changes in overall corporate plans and objectives of the organisation.

In the course of the research work, some draw backs (which could have negative bearing on the conclusions of the study) were encountered viz:

a) Historical Foundation. As already noted, planning is a matter of reviewing rather than previewing, as a result this research utilised some past happenings in the Directorate as base data. The conditions, situations, prospects and problems that characterised the Directorate's past may change overtime. Therefore, the utilisation of such past information and data as a

starting point may make or mare the conclusion of the study.

b) The Nature of Human Beings. This research work is centred on planning human beings and/or planning for human beings. Human beings been what they are, are inconsistent and unpredictable to the extent that a well intentioned, comprehensive and reasonable plan can be viewed by them as irrational, vindictive and ill-intentioned. As a result, this research has at different stages been forced to make/take felxible decisions, policies and programmes.

c) Scarcity and Delay in the release of Funds. The unprecedented delay in the release of funds by the Federal Government to the National Directorate of Employment also pose a problem in planning for human resource programmes like training and development, recruitment and selection, placement, compensation, retirement, etc.

1.4.0 SIGNIFICANCE OF THE STUDY

Primarily, the research will be of great value to the management of the National Directorate of Employment being that the findings of the study will help reduce personnel costs and thereby avoid virement of funds from other subheads to pay staff salaries and allowances or even delay the payment for some time.

The study will also be beneficial to management of the Directorate because there will be improvements in productivity, reduction in employee turnover and absenteeism rates and a general increase in efficiency.

Also, the study will boost staff morale as proper planning will lead to prompt settlement of medical bills, night and over time allowances.

Since the National Directorate of Employment is a Government Agency, similar agencies like the NYSC, Directorate for Food, Rural Roads and Infrastructure (DFFRI), NEPA, NITEL, NIPOST, Nigeria Airways, etc stand to gain from the study. Caution must however be exercised in trying to adapt the findings of this Research study to other similar organisations. This is because of variations in corporate plans, objectives and otehr personnel data.

Lastly, the country and its citizenry stand to gain from the expected results of this research study. A well planned human resource increases not only the strength of the organisation but increases the overall security and prosperity of the nation and improves the living standard of its citizens. It is therefore hoped that this study will improve the living standards of Nigerians and the economy in general.

1.5.0 DEFINITION OF TERMS

Some words and terms will be frequently used in this study. These words and terms may be technical in nature or may have meanings other than their ordinary every day usage.

Care has been taken to give their precise meaning as they relate to this study. They are:

1.5.1 Human Resources. Human resources according to the Webster's new 20th century dictionary of English, are the "persons employed in any work, enterprise, service, establishment, etc". In this study, human resources refer to all the persons employed, either on temporary or permanent basis to work in the Directorate. Also, in the study, Human resources, personnel and manpower are used interchangeably.

1.5.2 Personnel Overhead. This is the general term used for all human resource costs that have NO direct bearing on direct labour. It includes wages and salaries paid to inspectors, supervisors or foremen, material handlers, administrative and sales staff. It is not directly linked with units of production.

1.5.3 Human Resource Programming. Glueck (1982) asserts that human resource programming is the process of translating objectives into human resource activities[4].

1.5.4 Human Resource Planning. Glueck (1982) sees human resource planning as the process through which organisational goals, as put forth in mission statements and business plans, are translated into human resource objectives....[5] Human resource

planning helps to ensure that organisations are neither over nor under staffed, that the right employees are placed in the right jobs at the right time, that the organisational and environmental change is anticipated and adjusted to and that there is direction to an integrated set of personnel policies and activities.

1.5.5 Environmental Scanning as used in this study is the indepth analysis of external factors like economic, government/legal regulations, union interest/expectations and societal expectations that affect the very existence of a business. It also includes an analysis of the factors that have bearing on the organisation such as: strategic objectives, financial conditions, technologies employed, productivity, costs, compliance, employee work attitudes, etc.

1.5.6 Recruitment and selection.. Glueck (1982) sees recruitment as the set of activities that seek and attract job applicants with necessary knowledge, skills, abilities and motivations to offset shortages identified in employment planning. To him, selection is the process by which an enterprise chooses from a pool of applicants the person who best meet the selection criteria for the position available, given current environmental

conditions.

1.5.7 Performance Appraisal. It is a system (formal) of measuring outcomes and job related behaviours of an employee to know how and why the employee is now performing on the job and how he can perform better in the future to benefit himself, the organisation and the society.

1.5.8 Compensation. Compensation as used in this research means the activity through which employees' contributions are evaluated inorder to share fairly direct and indirect monetary and non monetary rewards according to the companies ability to pay and as stipulated by law. There are two types of compensations - direct compensation which include the basic pay and the performance based pay; and the indirect compensation which includes pay for time not worked, protection programmes and employee services.

1.5.9 Training and Development. this is an attempt by the organisation to improve the present or future performance of the employees through learning. The main aim is to remove performance deficiencies.

1.6.0 Manpower inventory. This is the assessment of the quality and quantity of existing skills, abilities, training, career interest, education and preferences of the employees working in an organisation.

1.6.1 Manpower Demand and Supply Forecasts. Manpower demand forecast is the estimation of the quality and quantity of employees needed for a given period of time by an organisation. Whereas manpower supply forecast is the estimation of the quality and quantity of employees available internally or externally to an organisation for utilization/employment.

1.7.0 REFERENCES

1. 1995 Budget Speech by the President and Commander-in-Chief of Nigerian Armed Forces-General Sani Abacha.
2. Ibid
3. Schular, R.S., Effective Personnel Management. (West Publishing Co. St. Paul) 1st edition, 1982. Pp
4. Glueck, W.F., Personnel: A diagnostic approach. (Business Publications) 1982. Pp 285.
5. Ibid Pp.93
6. Ibid

CHAPTER 2

REVIEW OF RELATED LITERATURE

2.0 INTRODUCTION

Many Human Resource experts at one time or the other have developed different methods of human resource planning. As a result, there are different approaches currently in use. They vary from fairly simple qualitative methods based on individual or group judgements to highly complicated methods involving sophisticated statistical techniques and computerisation. In Nigeria, most especially in the public sector, manpower planning is governed by intuition rather than prediction based on scientific numerical estimates of wastages, transfer, promotion, cost of absenteeism, etc.

To set a theoritical framework for this research, this chapter has reviewed the works of some experts in Human resource planning and related fields. The experts include a sociologist, an academician, a personnel consultant, top personnel managers, a business statistician, etc. who at one time or the other have been confronted with problems of planning the human resources of their organisations. At the end, a summary is drawn to highlight similarities and important dissimilarities. It is expected that this summary will form the 'base model' to be used in drafting a Human resource plan for the National Directorate of Employment. The articles are:

2.1 PERSONNEL PLANNING - A STRATEGIC VIEW BY J.M.M de SWART (1979)

A sociologist by training and a personnel worker by profession, J.M.M de Swart was Head of Personnel and organisation department at the Kon Machine Fabriek stock, Hengelo, a large operating Dutch company. He witnessed all the company's trying times during his eight (8) years of active service to the company and in 1975 he joined Akso, another big company. De Swart, backed with an indepth knowledge and experience on personnel planning wrote the article: "Personnel Planning - a strategic view" in 1979.

In his introduction, De Swart agreed that "Personnel Planning is the field of dilemmas: human beings are cause and result, subject and object of planning"[1]. The central theme of his research article deals with the question - to what extent is personnel planning equal to or exceed material (inventory) planning or financial planning? According to him, no difference exist between personnel planning and other types of planning. He asserts that "the forecast of manpower needs is part of the total corporate plan and should be placed on a level with other plannings of production tools, such as materials and investments"[2].

JMM De Swart's Human Resource Planning Process - This planning process is made up of three elements or partial plans namely:

PLAN A

The personnel needs plan. It is based on corporate and organisation plans. According to De Swart, these plans take into consideration the number of directly and indirectly productive employees, the level of education and training, etc.

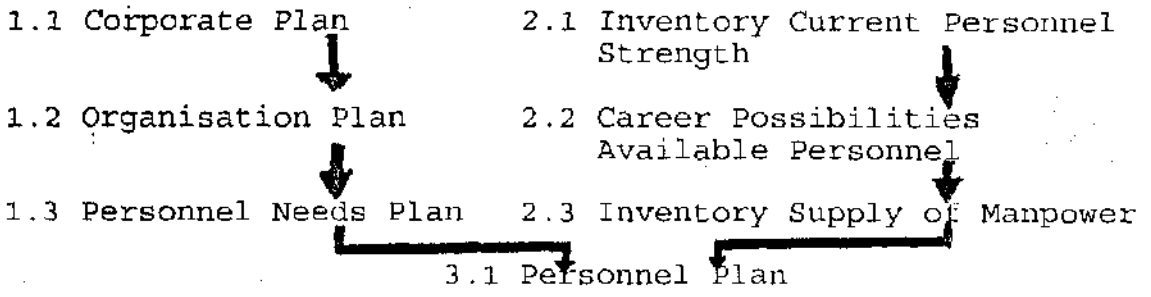
PLAN B

The internal labour supply resulting from a careful study of the characteristics and personnel preferences, education, training, experience and skills of available personnel or the basis of 'rating and career development systems'.

PLAN C

The personnel plan - it outlines the differences between supply and demand of human resources and showing how such gaps - if any - can be bridged.

De Swarts' Plan C above provides the bedrock upon which other plans covering recruitment, dismissal, training and development, etc are based. The relationship existing between the three partial plans or elements of the personnel planning process is shown in figure 2.01 Below.



3.2 Pull Activites	3.3 Development & Maintenance Activities	3.4 Push Activities
Make Activities: Education & Training Job rotation	Activities Aimed at introduction, cooperation, work structuring	Break Activities: Check on Recruitment, Gradual Reduction of Training Budget
Buy Activities: Recruitment & Selection	Researches into Labour Market, studies, etc.	Sell activities: Dismiss, External mediation

Figure 2.01: The Personnel Planning Process

Source: De Swart, JMM. "Personnel Planning - A strategic veiw", Long Range Planning Vol 12, June 1979, Pp 10.

De Swart went furtehr to explain the successive stages in his planning process as shown below:

1.1 CORPORATE PLAN - This plan reveals the developments and objectives of the organisation as they relate to products, markets, etc. The personnel aspects of this plan include the development of the level of labour costs; developments on the labour markets (national, regional, local); developments in social law (joint consultative committees act, etc) and general social developments (mobility, working hours, shift work, etc).

1.2 ORGANISATION PLAN

This reveals the status of the organisation today and what it will be in the future. This include changes in the organisation structure, procedures relating to continuity and communication, changes in jobs as a result of product policies, automation and changes in organisation principles under the influence of internal and external developments (delegation, autonomy).

1.3 PERSONNEL NEEDS PLAN

The outcome of 1.1 and 1.2 above provides data relating to the quantitative manpower needs which include number and type of productive personnel, number and type of employees in supporting departments, qualitative standards for key jobs and management style.

2.1 INVENTORY CURRENT PERSONNEL STRENGTH

Here, a manpower inventory is taken based on age and seniority, turnover and absenteeism data, function classification and function data, level of education and traning, development of department size, etc.

2.2 CAREER POSSIBILITIES AVAILABLE PERSONNEL

This include promotables' wishes, rating results, occupational resettlement, retraining, supplementary training, individual demotion and external mediation.

2.3 INTERNAL SUPPLY OF MANPOWER

On the basis of 2.1 and 2.2 above quantitative and qualitative approximations of future supply of manpower

can be made, for example, number and level of promotables, wishes in respect of job rotation and career plans and possibilities.

3.1 THE PERSONNEL PLAN

This plan highlights the activities designed to make carter for quantitative and qualitative manpower shortages and excesses.

3.2 PULL ACTIVITIES

Where internal supply is insufficient to meet the needs, then 'make activites' like Education and Training can be engaged in.

3.3 DEVELOPMENT & MAINTENANCE ACTIVITIES

Closely related to 3.2 is 3.3 which is the area of study and research, work structuring, cooperation, etc depending on the management philosophy of the organisation.

3.4 PUSH ACTIVITIES

Where internal supplies of manpower is higher than the needs, 'break activities' such as check on recruitment (embargo), gradual reduction of training budget, etc can be applied or 'sell activities such as dismissl can be employed.

J.M.M de Swart also mentioned methods used in forecasting personnel needs viz: experience and intuition, and objective methods which include different statistical and operation research techniques as discussed in 2.5.1 below.

2.20 HUMAN RESOURCE PLANNING: THE LINK, BY GEORGE T MILKOVICH. (1980)

George T. Milkovich (1980) while revising William Glueck's book - "PERSONNEL, a diagnostic approach"[3] raised four fundamental questions on human resources which he answered by a four stage human resource planning process. The Milkovich questions are:

1. Where do we want to be? A good answer to the question will involve establishing human resource goals which conform to "the objectives and mission of the organisation, the condition found in the external environment, and the interests, skills and attitudes of our employees"[4]
2. Where are we now? To answer this question, an analysis of the current employees, their skills, attitudes, work behaviours, interest, etc must be made. It also involves an analysis of the work to be performed, and its design and organisation into meaningful jobs. The individual employee should also match with the work to be performed.
3. How do we get to where we want to be? The utilization of personnel decision making and programming will take the organisation to the desired goals. Programmes to be designed include those that will "increase unit productivity and employee job performance; ensure employee compliance with legislation and societal expectations; control costs and solve any current or

anticipated employee problems"[5]

4. How effective were our actions? Answers to this question will evaluate the outcome of the personnel programmes executed in question 3. to check if actions taken were able to accomplish the human resource objectives set in question one and to check any new problem(s) that might arise.

Based on this four basic questions, Milkovich developed a four stage human resource planning process as shown in table 2.01 below.

Issue	Diagnostic Process
1. Where do we want to be?	Scanning external environment Economic conditions, govt./legal regulations, union interests/ expectations, societal expectations. Analyse internal organisation environment Strategic objectives, financial conditions, technologies employed. Establish H.R. objectives Productivity, costs, compliance, employee work behaviours.
2. Where are we now?	Assess Current human resource conditions Evaluate current employees. Analyse current jobs. Assess match between employees & Jobs.
3. How do we get to goals?	Generating and evaluating H.R. Programs and actions Productivity, performance programming. Staff and allocation programming Compliance programming Problem area programming
4. How did we do?	Monitor & Evaluate H.R. results

Table 2.01

Source: George T. Milkovich, Glueck W., PERSONNEL, a diagnostic Approach as revised by Milkovich, G.T. (Business Publications Inc. Plano, Texas) 3rd Edition 1980. Pp 86.

2.30 HOW TO TIE HUMAN RESOURCE PLANNING TO STRATEGIC PLANNING BY EDDIE C. SMITH (1983)

Eddie C. Smith was Vice President, human resources and Public Affairs at Robbins & Myers Inc., a panelist at AMA's Human resource conference and a Reknown writer on Human resource management.

In his article tittled 'how to tie human resource planning to strategic business planning', Eddie Smith (1983) pointed out that the "human resource planning process is a continuing one with no starting or stopping point... and it must be tied to the apporpriate actions and schedules utilised in the strategic planning process"[6].

On the 'how to do it' question of human resource planning, Smith enumerated the following steps.

1. **OBJECTIVES** - The starting point in Smith's human resouce planning process is the development of policy statement which describes what the programme would like to accomplish.
2. **ASSUMPTIONS.** In order to suit/fit a human resource Planning program to a particular company or organisation, some assumptions must be made about the organisation's future. These assumptions will include the desired future growth rate of the company, the extent of reliance on external employment market for future skills, the effect of external factors (e.g demographics) on the company's plans; the appropriate balance between future

human resource needs and current financial constraints, and the extent to which the company's future could be limited by human resources Vs capital resources.

3. **ORGANISATIONAL RESPONSIBILITY** This involves the development of a "strategic human resource planning concept which allocates specific roles, authorities and responsibilities to corporate human resoutce department, divisional human resource department, local H.R staffs, line managers and the individual employee"[7].

4. **INVENTORY OF EXISTING RESOURCES**. A stock take of existing manpower has to be conducted for the organisation. This include the identification and analysis of workforce demographics, productivity, etc.

5. **PROGRAMME DEVELOPMENT**. At this point of the human resource planning process, the inventory of existing programmes will reveal to you what additional ones are needed. To know what additional programmes are needed, Eddie Smith viewed the process over a three year period where employee data from the preceeding year becomes the base data for the current year. Also, programmes developed in the preceeding year are applied in the current year and are modified for the coming year; operating plans developed in the previous year are implemented in the current year and new plans are developed for the subsequent year.

The second step in programme development is to relate the different human resource planning activities to the appropriate actions and schedules utilised in the strategic business planning process. To achieve this, Eddie C. Smith gave steps to be followed.

6. **AUDIT**. As with other resource utilization and control functions of a business, the human resource planning process must be audited. Also, inorder to insure that a value is returned to the company for its expenditure of time and money, the H.R. planning process must be audited for timeliness and quality.

Eddie Smith, in conclusion, suggested that to achieve a functional H.R. Planning Process, top management must be committed, the programmes must be adopted and applied gradually but seriously and positive changes should be expected.

2.40 STRATEGIC PLANNING FOR HUMAN RESOURCES - LETS GET STARTED BY ASSIST. PROF. STELLA M. NKOMO (1988)

Nkomo, pussled by the incomplete practices adopted in the use of human resource planning process and thereby reducing it to an unproductive management activity instead of an important component in the overall strategic planning process of an organisation, laid down a basic but complete frame work for strategic human resource planning system.

She viewed planning as consisting of three seperate but inter-related activities which include: (1) establishing

objectives; (2) developing strategies; and (3) formulating specific plans and programmes to achieve objectives. These activities can be achieved by the use of six essential elements in a strategic human resource planning system. They include:

1. Environmental Analysis - This step involves the systematic identification and analysis of trends and forces in the environment which affects the management of the organisation's human resources. For strategic human resource planning to play a proactive role in the strategic planning process, a human resource based **ENVIRONMENTAL SCANNING** system that reviews changes in the technological, economic, socio-cultural, legal/regulatory and labour market environment must be carried out.
2. Analysis of Business Objectives and Strategies - The overall business objectives and strategies of an organisation must be analysed because human resource objectives and strategies are largely derived from them. In the analysis of corporate objectives and strategies, the corporate level portfolio planning (what set of business are we into?); the business unit level planning (how to compete in a particular industry or product/market segment); and the functional level (production, financial, Human resource) planning should be carried out.

3. Internal Human Resource analysis - This is an assessment of the present human resource position in the organisation. there are two dimensions in this analysis - Micro and Macro. The micro analysis include the examination of the current number of employees, their job related skills, demorgraphic make up, performance (productivity) levels, potential performance and work attitudes. The macro analysis is on variables like organisation climate and culture, organisation structure, quality of work life, trends in absenteeism and turnover, and the current status and effectiveness of current functional area personnel systems.

4. Forecast Future Human Resource Demand - According to Nkomo, future human resource demand forecast based on traditional methods like replacement charts is "largely confined to providing a supply of employees as replacements for existing business strategies rather than anticipating the impact of future business strategies on human resource needs. A strategic perspective requires both a quantitative and qualitative forecast of human resource demand. The end result should be not only a projection of staffing needs (number of employees for each job category) but an understanding of the qualitative mix that is needed to accomplish strategic objectives"[8].

5. Generating and Developing Human Resource Strategies and Objectives. This element involves the combination of data from previous elements to develop human resource objectives and strategies. Once objectives have been defined, key programme activities like recruitment and selection/staffing, training and development, compensation and appraisal should be put in place for achieving the objectives.

6. Evaluation and Review. A formal evaluation and Review Procedure that reviews and monitor the result of human resource programming activities developed in step 5 above should be put in place. The review should include comparisons between actual Vs planned staffing requirements; productivity Vs established goals, actual personnel flows (turnovers, absenteeism promotions, etc) Vs desired rates; functional personnel programmes implemented Vs planned programmes, labour and programmes costs Vs budgeted amounts; and Ratios of programmes results (benefits) to programmes costs.

The evaluation and review step is not only suppose to measure the costs or benefits attained from particular actions or components but to also assess the impact of a total human resource planning system.

2.5.0 HUMAN RESOURCE FORECASTING

The further into the future it takes to plan human resources, the greater will be the degree of uncertainty of

the number and types of employees available or needed for employement both within and outside the organisation. To effectively plan for human resources therefore, forecasts of both the internal and external demand and supply of manpower must be made. Forecasting techniques that have been developed to cope with an organisation's human resource demand, its internal supply and both the external demand and supply are hereunder discussed:

2.5.1 FORECASTING THE INTERNAL DEMAND FOR HUMAN RESOURCE

The most commonly used techniques in forecasting the internal demand for human resources include the expert forecast, conventional statistical projections and computer simulations and modelling as discussed below.

1. **EXPERT FORECAST - DELPHI TECHNIQUE**

   The delphi technique is a subjective method used to predict future personnel needs of an organisation by "integrating the independent opinions of experts"[9]. Schular (1983) explains that the technique "involves a large number of experts who take turns at presenting their forecasts and assumptions. An intermediary passes each expert's forecast and assumptions to the others, who then make revisions in their forecasts. This process continues until a final forecast emerges. This final forecast may represent specific projections or a range of projections depending on the position of the experts"[10].

2. CONVENTIONAL STATISTICAL TECHNIQUE - SIMPLE LINEAR & MULTIPLE REGRESSION (LEAST SQUARE METHOD)

This method has been adopted by this research work to forecast direct labour employment needs which concerns only the programme departments of the Directorate. This is because the level of activity in the programme departments can be quantified or converted to the number of beneficiaries selected, placed and monitored by the programme departments. The recruitment & selection, placement, monitoring and inspection forms the main workload of these programme departments and as such it forms one of the variables to be used in the regression analysis.

In simple linear Regression (least square method), a forecast of future manpower demand is based on past relationship between employment level and a variable related to employment. For example, the number of beneficiaries supervised (x) determines the number of persons needed for employment (i.e internal demand), Y. As a social service organisation, the research considers the number of beneficiaries recruited and selected, trained, placed and supervised/monitored as the output of N.D.E and it is therefore used as a simple regression base to forecast demand for human resources.

The computation is represented by two simultaneously solved equations[11] given as:

$$b_1 = \frac{n\sum_{i=1}^{n} x_i y_i - \left(\sum_{i=1}^{n} x_i\right)\left(\sum_{i=1}^{n} y_i\right)}{n\sum_{i=1}^{n} x_i^2 - \left(\sum_{i=1}^{n} x_i\right)^2} \quad \ldots\ldots\ldots\ldots \quad 1$$

$$bo = y - b_1 x \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots \quad 2$$

Where:

bo = Coefficient of y intercept

b_1 = the slope used in predicting y

x = number of beneficiaries, selected, trained, placed, monitored/supervised.

y = manpower demand (number of persons needed for employment).

yi = actual value of y for observation

xi = actual value of x

n = number of samples used in the forecast

$$y = \frac{\sum_{i=1}^{n} yi}{n}; \text{ and } x = \frac{\sum_{i=1}^{n} xi}{n}$$

The simple linear regression (least square method) is very effective in forecasting internal manpower demand where a single quantitative independent variable - number of beneficiaries (x) is used to predict the quantitative dependent variable - number of persons needed for employment

(y). However, where there are more than one dependent variables to be used for example, number of beneficiaries, productivity, turnover, absenteeism, etc. this method becomes ineffective and gives room to "multiple regression model - one which could utilise several explanatory variables (x_1, x_2, ...x_n) to predict a quantitative dependent variable (y). If the least squares method is utilised to compute the sample regression coefficient (bo_1, b_1 and b_2) we will have the following three normal equations"[12]:

$$\sum_{i=1}^{n} yi = n\, b_o + b_1 \sum_{i=1}^{n} x_1 i + b_2 \sum_{i=1}^{n} x2i \quad \ldots\ldots\ldots \quad 3$$

$$\sum_{i=1}^{n} x_1 i\, yi = b_o \sum_{i=1}^{n} x_1 i + b_1 \sum_{i=1}^{n} x_1^2 i + b_2 \sum_{i=1}^{n} x_1 i\, x_2 i \quad \ldots\ldots\ldots \quad 4$$

$$\sum_{i=1}^{n} x_2 i\, yi = bo \sum_{i=1}^{n} x_2 i + b_1 \sum_{i=1}^{n} x_1 i\, x_2 i \sum_{i=1}^{n} x^2 2i \quad \ldots\ldots\ldots \quad 5$$

3. COMPUTER SIMULATIONS AND MODELLING

The most common packages available for use when "developing regression models for business applications are the Statistical Analysis System (SAS) (Reference 11 and 18), the statistical package for the social sciences (SPSS') (Reference 20), and Minitab (References 12 and 17)"[13].

Using any of the three packages, the values of the three sample regression coefficients in equations 3, 4 & 5 may be

obtained. That is to say that the computer can be used to effectively forecast internal manpower demand even when there are many dependent variables.

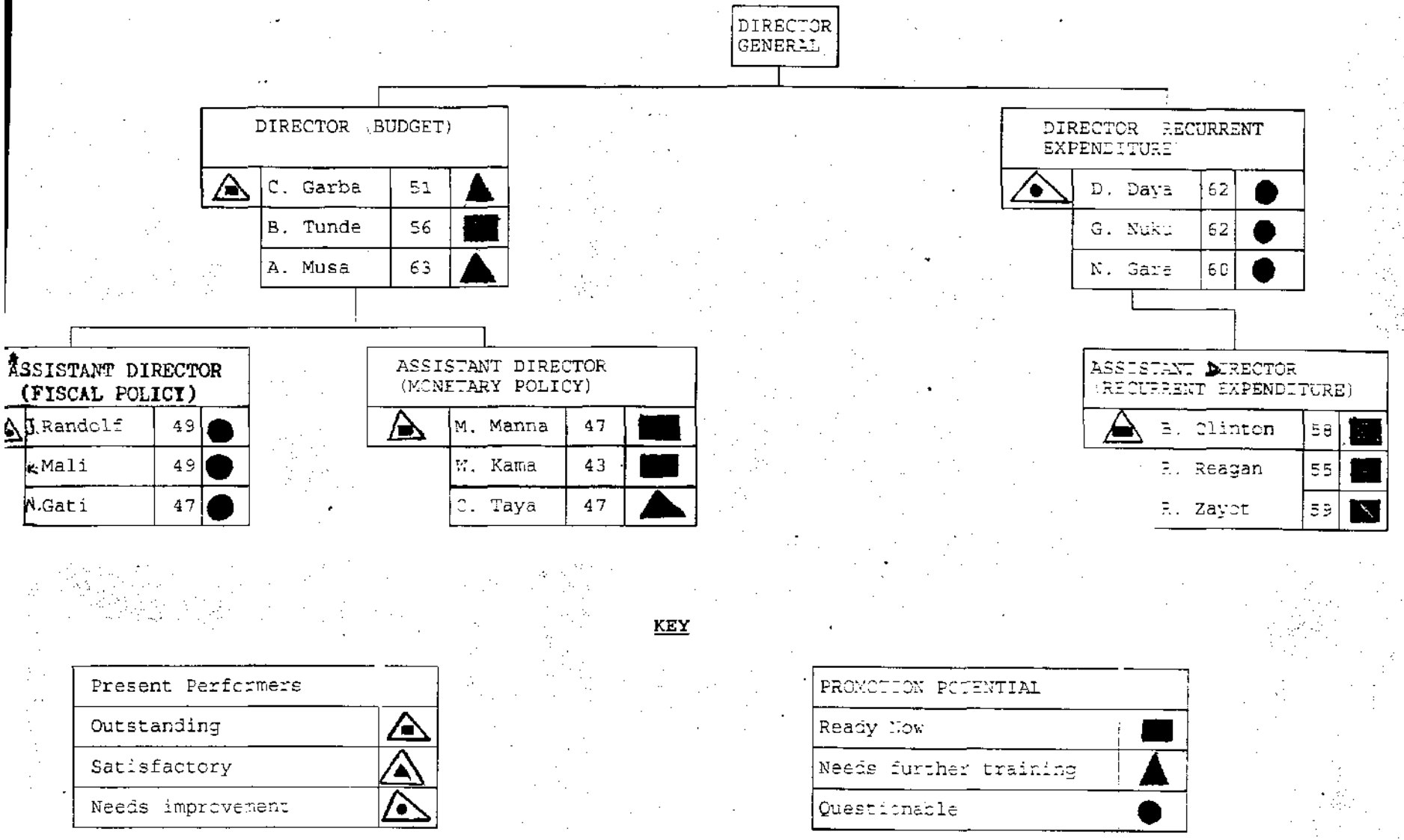
2.5.2 FORECASTING THE INTERNAL SUPPLY OF PERSONNEL

The next step after developing an accurate human resource demand forecast for each job is to project the number of persons with the right skills available within the organisation to meet this demand. The conventional statistical techniques used in manpower demand forecasting can be equally used in projecting the internal supply of personnel. However, most projections of labour and demand are short range (such as the one contained in this research) and are done for the purposes of budgeting and personnel costs control. Because this research is short ranged (2 years), skills inventories and replacement charts are utilised.

1. SKILLS INVENTORIES

Green law (1979) observed that:

> a skills inventory is a device for Pinpointing information concerning an individual with respect to his suitability for different jobs, for example, it may consist of the following data: age, address, health, education, willingess to travel, experience in present and previous jobs and foreign languages. If management has quick access to the skills of all of its employees, the organisation will gain by being able to pick the 'best' qualified individuals



2.02. Hypothetical replacement chart.

2.5.3 FORECASTING EXTERNAL DEMAND AND SUPPLY

To improve human resource decision making, an organisation must also be concerned with its external demand and supply human resource conditions especially within the industry and in the economy as a whole. This can also be predicted by the use of the delphi and conventional statistical techniques or from the media.

Newspapers, magazines, trade journals, monthly labour reviews, Federal Office of Statistics, NDE, etc serve as information sources for external demand and supply manpower. Here, vacancy declarations, interview announcements, analysis of unemployment rates and figures, etc enables an organisation to project the external manpower needs and availability.

Other important means of forecasting external manpower needs and availability include the manpower needs of other organisation in the same industry, enrollment and graduation from educational and technical institutions (formal and non formal).

2.6.0 HOW TO CONTROL PERSONNEL COSTS IN OVERHEAD FUNCTIONS BY MARSHALL F. HOWES & BENNIE D. YATES (1976)

Howes and Yates (1976) observe that "few companies can clearly identify on what basis employment levels of their overhead functions are regulated. In many instances, employment level changes... are based on the departmental managers' estimates and justifications of their needs: seperate internal controls or normal yardsticks are applied

infrequently"[15].

As colleagues at the American Aerojet Nuclear Company, Howes and Yates designed a technique called the INDIRECT PERSONNEL CONTROL FACTORS when the company was forced to expand to meet government contract needs. This expansion shot the total company employment from approximately 2400 to nearly 3000 within 30 months. However, as a result of the indirect personnel control factors technique, an estimated annual savings of $750,000 was recorded for the first two years of implementation.

Whereas the forecast of manpower demand discussed under the regression analysis and computer simulations above were based on dependent variables like units of input and/or output, for example, number of beneficiaries; the forecast of manpower demand for facilitative service departments or indirect labour employees is based on an employment indicator as provided by the indirect personnel control factors.

DEVELOPMENT AND IMPLEMENTATION

The indirect personnel control factors which is a simple cost control concept is designed for a company's individual employment needs and experiences. The concept has the following elements:

STEP 1: Identification of indirect personnel in each major organisational unit according to job tittles (work functions).

STEP 2: Groupings of indirect personnel into seperate basic groups (usually 4 to 10) based on job tittles e.g all payroll clerks, accounts payable clerks, records clerks, file clerks would be grouped in one basic group - clerks.

STEP 3: Determination of an "employment indicator" for each job group within an organisational unit or for the whole organisation. This unit or company wide based employment indicator is used instead of direct work inputs or outputs of the unit or the entire company. Each organisational manager is expected to determine his own indicators.

STEP 4: Discussions with each organisational manager determines how much the indicators must increased or decrease. This will reveal the rate of change required in the employment level of each job group. "These ratios of expected change then represent the **SENSITIVITY - TO - CHANGE** factor (slope) in employment levels for each job group based upon changes in the indicator values. Once the values for each sensitivity-to-change factor are established, they remain constant until further review of the control factor is considered"[1]

STEP 5: In this step, data from steps, 2,3 and 4 are placed in the point/slope form for a straight line as shown below:

Let:

X = Job group employment at anytime

X_0 = Current job - group employment level

Y = Indicator value at any point in time

Y_0 = Current indicator value

then:

$$\frac{X - X_0}{Y - Y_0} = \text{Sensitivity - to-change} \quad \ldots\ldots\ldots (6)$$

Where sensitivity-to-change is a predetermined constant from step4.

Solving equation (6) for X (job-group employment) yeilds.

$X = [X_0 - (\text{Sensitivity-to-change})\ Y_0] + (\text{sensitivity change})\ y$

Or

$X = K + (\text{Sensitivity-to-change})\ Y \quad \ldots\ldots\ldots\ldots\ldots (7)$

STEP 6: The establishment of lead times for each job. The lead times serve as a check on the number of times the organisational manager will have to adjust employment to comply with the level of control resulting from equation (7). Lead times indicate the period of time required for replacement training or the duration of a temporary - employee assignment.

Having tested the technique, Howes and Yates agree that it offers the following advantages:

1. Indirect employment levels are determined based on what the organisation can afford as overhead, and not just on intuition.

2. The system leads to minimisation of personnel indirect costs.
3. It is simple and cheap to implement and maintain.
4. It can also be applied to overhead activities in normally direct chargeable cost centres.

2.7.0 SUMMARY

From the contributions of various writers presented above, it is clear that they (writers) agree on many key issues in the human resource Planning Process. However, variations in opinion exist on some minor issues and procedures. This section of the research hereunder summarises these common features in addition to those uncommon but important ones. The summary forms a basis for a human resource planning process to be used in this research. The summary is presented in table 2.02 below.

STEP	PROCESSES INVOLVED
Step 1 *Environmental Scanning and formulation of Human Resource Objectives and Policies*	a). Analysis of external Environment - Economic conditions, goverment/legal regulations, union interests/expectations and societal expectations. b) Analysis of the internal organisational environment - Strategic organisational objectives and policies e.g. Ds in business direction - Financial conditions - Technology in use/to be used c) Establishment of Human Resource Objectives and Policies - Productivity - Cost - Compliance and employee work behaviour

Step 2 Assessment of current Human Resource Conditions	a. **Manpower Inventory** - employee demography, skills, education, experience, training and preferences, productivity, turnover, absenteeism, organisation structure, etc. b. **Current Job analysis** - Characteristics - Skills required to perform c. Human Resource demand forecast d. Budget reconciliation e. Human Resource supply forecast f. Matching internal supply with manpower demand of an organisation.
Step 3 Generating and Developing Human Resource strategies and programmes	a. **Pull Activities** - Make activities: education and training - Buy - activities: Recruitment and selection - Others: Appraisal and compensation b. **Push Activities** - Break activities: check/embargo on employment and gradual reduction of training budget - Sell activities: Dismissal, External mediation.
Step 4 Control and Evaluation (Audit & Review)	Monitoring and assessment of all programmes & strategies adopted in Step 3

Table 2.02 Summarised work of five Personnel Writers.

Human resource forecasting which is very important in the planning process can be achieved by the use of either expert forecast (delphitechnique), conventional statistical technique like simple linear and multiple regression analysis (least square method) or computer simulations and modelling. Others are skills inventories and replacement charts which are important in short range manpower planning. Although scientific techniques can also be utilised in external demand and supply forecasting; newpapers, magazines, trade journals, monthly labour revenue, college enrollment and graduation, Federal office of statistics and National Directorate of Employment publications can be very helpful in this regard.

Finally, it should be noted that while scientific methods of forecasting are effective in predicting the internal manpower demand of direct labour in an organisation, manpower demand not directly linked with units of production (in our case facilitative service departments that can not be directly linked with the number of beneficiaries) is better predicted using Howes and Yates technique - INDIRECT PERSONNEL CONTROL FACTORS.

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CHAPTER THREE

3.0 HISTORICAL BACKGROUND OF NATIONAL DIRECTORATE OF EMPLOYMENT

3.1.0 GENERAL INTRODUCTION

The History of the National Dirctorate of Employment dates back to the world wide depression of the 80's when per-capital income dropped drastically, debt figures rose and social infrastructure became almost non existent. Perhaps one of the worst hit sectors of the economy was the labour market. Industrial output dropped to an all time low level and commercial activities were as a result reduced, leading to the loss of employment opportunity for millions of Nigerians.

Wage employment became stagnant, wage structure shrank, and youth unemployment increased as it relied heavily on the informal and agricultural/rural sectors. "By the end of 1985, the unemployment situation in Nigeria had reached desperate and alarming proportions. In the urban areas, where the educated tend to congregate, the unemployment rate was especially high running to over 10%. In the rural areas it was no less severe. The youths and graudates were the hardist hit. Of all unemployed Nigerians (ranging upwards of 3 million) three quarters were under 25 years of age. With growing joblessness there was growing despondency among youths and their parents"[1]

Worried with this unpleasant situation, the then president, General Ibrahim Babangida on 26th March 1986, instituted the Chukwuma committee to deliberate and design strategies for curbing mass unemployment. Based on the recommendation of the Chukwuma committee, the Federal Government established the National Directorate of Employment on November 22, 1986.

With no precedents to fall back on, the Directorate immediately set to work and on 30th January, 1987, its first tier core programmes were formally launched by the Chief of General Staff, Vice Admiral Augustus Aikhomu, on behalf of President Ibrahim Babangida. The Directorate was bestowed with legal status, as a Federal Government Agency on the 19th October 1989 when the Federal Government endorsed the enabling Decree - 24.

As a result of the impressive performance within the first five years of operation, many international and local organisations became interested in the scheme to the extend that the United Nations Development Programme (UNDP) and the International Labour Organisation (I.L.O) started rendering assistance to the Directorate.

3.2.0 MAJOR OBJECTIVES OF THE DIRECTORATE

The Federal Government in Decree 24 section two (2) of 9th October 1989 was very clear in spelling out the major objectives of the Directorate. The objectives are to:

a) design and implement programmes to combat mass unemployment.

b) articulate policies aimed at developing work programmes with labour intensive potential;

c) obtain and maintain a data bank on employment and vacancies in the country with a view to acting as a clearing house to link job seekers with vacancies in collaboration with other government agencies and;

d) implement any other policy as may be laid down from time to time by the board established under section 3 of this decree".[2]

3.3.0 ORGANISATION STRUCTURE OF THE DIRECTORATE

At the helm of Affairs of the Directorate is the NDE Board, which is made up of representatives of Government and non-governmental Agencies. The board which is chaired by the Minister of Labour and Productivity is responsible for policy formulation and directives. The overall management of the Directorate is vested in the Director-General who is both a Board member and Chief Executive.

The Directorate has basically four (4) core programmes which are run in four seperate departments and each headed by a director. These departments are: Agriculture sector Employment; Small Scale Entrepreneurship (SSE), Vocational Skills Development (VSD), and the Special Public Works (SPW). To complement the activities of the programme departments are service departments, branches, section and units. These are:

i) Finance and supplies department

ii) Inspectorate department

iii) Personnel department

iv) Planning, Research and statistics department

v) Information and Public Relations Branch

vi) Loans Co-ordination Branch

vii) International Collaboration branch

viii) Women Employment Branch

ix) Internal Audit Section

x) Legal Unit

xi) Computer Services Unit

xii) Library Unit.

The four departments, namely finance and supply, inspectorate, personnel management, and planning, research and statistics are headed by Directors. The four branches and one section are headed by Assistant Director and report directly to the office of the Director - General while the computer and library units are under the planning, research and statistics department as shown in figure 3.1. The Headquarters staff include Post graduates, graduates, Professionals, Diploma holders, technicians, school leaves, etc.

3.3.1 STATE OFFICES

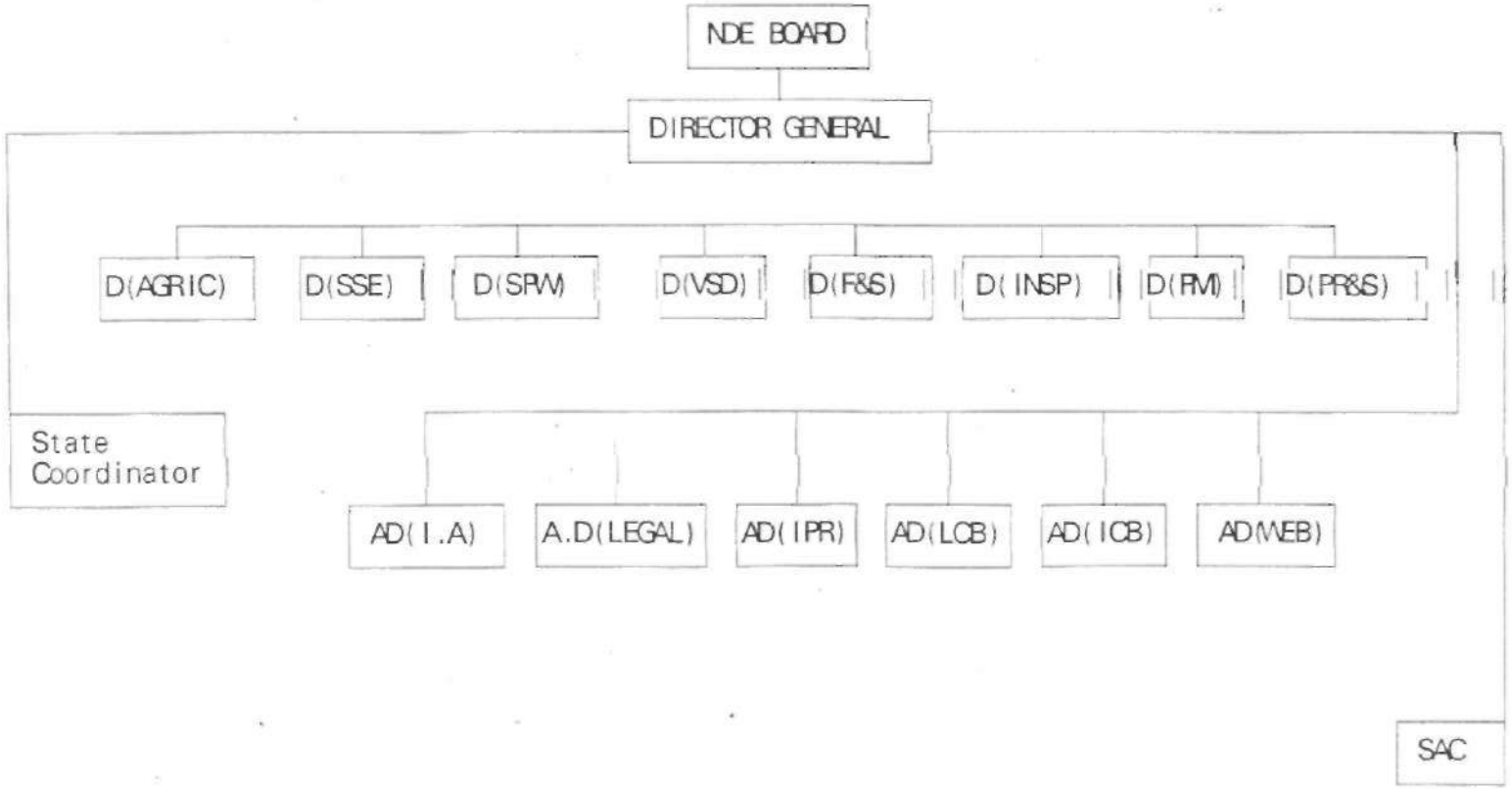
The Directorate has a branch office each in all the states of the Federation including Abuja. At the head of affairs in each of the states is a state coordinator who is incharge of the overall management of activities in the state.

The state coordinator chairs the management committee meetings.

There is also a state Advisory committee (in each state) which complements state management committee activities by rendering appropriate advices and liase between the Directorate and the state functionaries.

The state management committee is made up of the state coordinator as chairman, and other members who are heads of their various departments and sections, and who are mostly Assistant Chief Officers as shown in figure 3.2. State office staff include post graduates, Graduates, Professionals, Diploma holders, technicians, etc.

ORGANOGRAM FOR NDE HEADQUARTERS, LAGOS



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Fig. 3.01

ORGANOGRAM FOR NDE STATE OFFICES

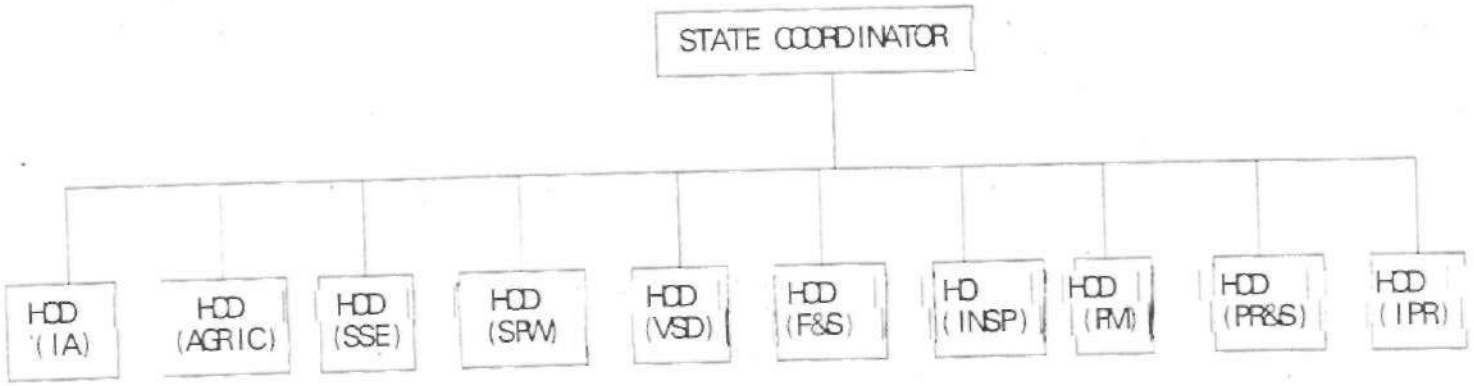


Fig. 3.02

3.40 FUNCTIONS OF THE DIRECTORATE

The functions of the Directorate can best be discussed under the various departments, branches, section and units viz:

3.41 AGRIC SECTOR EMPLOYMENT DEPARTMENT

The department is one of the four core programmes of the Directorate and it is concerned with promoting profitable farming ventures among unemployed youths.

To achieve this, the department performs the following activities:

i) Aquisition and clearing of farmland for use by the beneficiaries;

ii) Recruitment, orientiation and placement of prospective participants;

iii) Disbursement of agricultural loans (ranging between ₦6,000 to ₦25,000) to beneficiaries;

iv) Procurrent & distribution of farm imputs such as fertilizers, pesticides, herbicides, etc to the participants as loan components;

v) Provision of tractor - hiring service;

vi) Provision of extension services to NDE Agric loan beneficiaries

vii) Provision of practical farm training to selected school leavers.

3.42 SMALL SCALE ENTERPRENEURSHIP (SSE) DEPARTMENT

The SSE is also one of NDE's four core programmes. The main objective of the department is "to promote self employment among job - seekers by inculcating in them the spirit of entrepreneurship, creativity and self - reliance as against the usual dependence on public and private sector establishments for wage employment. To achieve this objective, the SSE encourages and assists potential entrepreneurs to establish their own businesses through provision of requisite training and loan facilities"[3] ranging from ₦500 to ₦40,000.

The department is also involved in appraisal of feasibility reports of potential beneficiaries; provision of counselling and supervisory services to loan beneficiaries, provision of Entrepreneurship developing programmes to NYSC members in all states and Abuja; liaising with international bodies like UNDP and ILO to provide training to unemployed potential entrepreneurs, etc.

3.43 SPECIAL PUBLIC WORKS (SPW) DEPT.

The SPW programme was formed basically to offer "transitory and temporary employment to unemployed graduates and non graduates pending the time they would secure permanent employment"[4]. This department is involved in engaging a higher number of unemployed graduates, primary and secondary school leavers, illitrates etc, in labour intensive (manual) jobs ranging from direct labour construction and maintenance

of public properties, environmental beautification schemes to community rural development works.

3.44 VOCATIONAL SKILLS DEVELOPMENT (VSD) DEPT.

This department is primarily set up as a vocational skill development unit to train youths below the ages of 25 years in vocations like motor mechanics, wood work, carpentry, tailoring, hair dressing, electrical installation and refridgeration, etc. The department is made up of a number of employees who are involved in the recruitment, selection, placement, monitoring and assessing the performance of the apprentices. They include Engineers, Architects, Public Administrators, technicians, etc. Most of the apprentices are attached to private practising technicians and craftsmen who train them for a specific fee.

3.45 FINANCE & SUPPLIES DEPARTMENT

The finance & supplies department is one of the service departments and it is saddled with the responsibility of receiving all grants and subventions from the Federal Government and other sources and disbursing same to the various programmes, departments, branches, section and units of the Directorate. This it does through the payment for capital and recurrent expenditures. All financial records and documents of the Directorate are maintained by the finance and supplies department.

3.46 THE INSPECTORATE DEPARTMENT

The inspectorate department was established in 1988 (as operations department) to monitor and inspect the Directorate's job creation programmes. This involves routine monitoring of all programme departments. The department also coordinates NDE's participation in trade fairs.

3.47 THE PERSONNEL DEPARTMENT

This department currently performs the function of staffing the personnel needs of the organisation, appraising and compensating employee behaviour, improving the employees and their work environment, establishing and monitoring effective working relationships.

3.48 PLANNING, RESEARCH & STATISTICS DEPT.

This department is one of the service departments charged with the responsibility for collecting, sorting and analysing information needed for management decision making, preparation of development plans (rolling, medium and perspective), conducting researches into the sectors which the Directorate has jurisdiction, sorting and monitoring of performance and efficiency targets for various sub-divisions and staff of NDE; and control of Data bank, computer services, Registry and Library. The computer services and library units are under the planning, research and statistics department.

3.49 INFORMATION AND PUBLIC RELATIONS BRANCH

This service branch performs the function of promoting public awareness and enlightenment of N.D.E programmes and activities.

3.4.10 LOANS COORDINATION BRANCH

The loans coordination branch (established in August 1989) is also a service branch charged with the responsibility of disbursing and recovery at maturity all loans granted by the programmes departments like the VSD, Agric and SSE. The branch helps in formulating loan granting policies.

3.4.11 INTERNATIONAL COLLABORATION BRANCH

Established in 1991, the branch is saddled with the responsibility of liasing with international bodies such as UNDP, ILO, etc to execute bilateral asisted projects. It is concentrated at the Headquarters.

3.4.12 WOMEN EMPLOYMENT BRANCH

This branch is concentrated at the Hegadquarters and it is primarily concerned with the involvement of women participation in the Directorate's job creation programmes. It liases with other women organisations like the National Commission for Women, the Family Support Programme, the Council for Women Society, etc.

3.4.13 INTERNAL AUDIT SECTION

This unit of the Directorate reports directly to the office of the D.G and it performs on a continuous and periodic basis, the examination of the Directorate's accounts and other

operational activities to make sure that they are in line with prescribed accounting procedures. As a result, the section "assists in the enforcement and maintenance of checks and balances needed in the internal budgeting control system of the organisation"[5].

3.4.14 LEGAL UNIT

The legal unit is a newly created arm of the organisation charged with the responsibility of handling legal matters, such as loan defaulting and other legal matters.

3.50 PROBLEMS ENCOUNTERED BY THE DIRECTORATE

The Directorate which was established with the major aim of revamping the ailing economy is today sick itself. It is faced with the following problems.

1) Inadequate funding. The insufficient and untimely arrival of subvention from the government is militating against proper execution of NDE programmes. Trainees (workshop owners) are not promptly paid and this has resulted in the poor training of apprentices. Late arrival of farm inputs has also rendered beneficiaries farming programmes useless and unproductive.

2) Logistic problems. Due to lack of vehicles and travelling allowances to move into the interior parts of the country where most beneficiaries are, monitoring and loan retrieval/recovery activities have become virtually absent.

3) Loan Recovery. The obnoxious behaviour of most beneficiaries who see the loan sums given to them as their 'part of the national cake' has also jeopardise the loan recovery exercise of the Directorate. This is coupled with the lack of vehicles needed by officers to move round and recover such loans.

4) Lack of condusive office accomodation. The NDE has not been able to erect office buildings both at the Headquarters and state offices to accomodate its staff. The rented buildings which are not very suited for office work lowers productivity and efficiency, and also leads to turnover and absenteeism.

5) Lack of adequate motivation. The absence of adequate medical provisions in the state offices, delayed or denied promotions and confirmation of staff appointments, and the lack of career development programmes within the Directorate has aggreviated the problem of turnover, absenteeism and inefficiency.

3.60 SUMMARY

Established in 1986, the National Directorate of Employment is saddled with the responsibility of designing and implementing programmes that combat mass unemployment.

To facilitate the implementation of these programmes the directorate is divided into four programme departments, four service departments, four branches, one section and three units. Although the Directorate has achieved alot since

inception, this very important government agency is faced with the problem of poor funding, logistics, accomodation loan recovery and staff motivation.

3.7.0 REFERENCES

1. N.D.E - Creating more job opportunities - an NDE brochure Pp.2.
2. Decree 24. Section 2. Federal Republic of Nigeria Official Gazette No 61, Vol 76 of 20th October, 1989. Pp A325.
3. N.D.E - Annual Report, 1991. Pp.24.
4. Ibid, Pp 26
5. Ibid, Pp 49.

CHAPTER FOUR

4.0 RESEARCH METHODOLOGY

To give a more intensive and longitudinal approach to the problem under review, the case study approach is hereby adopted in the research. An indepth study of the Directorate's Human resource programmes and strategies is undertaken with the aim of revitalising programmes/strategies that will minimise personnel costs and improve performance.

4.1.0 TYPE OF DATA IN USE

In undertaking a research work of this nature, both primary and secondary data have been utilised. The primary data is basically sourced through the "collection of sample opinions, attitudes and or feelings"[1] of management staff, personnel department staff and staff from other departments of the Directorate. This source of data has enriched the research by providing exact data wanted in order to estimate the overall personnel strategies, programmes and plans for the Directorate.

Also, secondary sources of data have been tapped; "data collected for some other purpose",[2] mainly for administrative use in Directorate have been utilised for the research.

4.2.0 METHODS OF DATA COLLECTION

In sourcing the necessary data needed for the research, the following methods were utilised:

a) Access to official records. The research has access to official gazettes of the Federal Republic of Nigeria like Decree 24, Section 2 (Gazette No 61. Vol 76 of 20th October, 1989; Civil Service (Re-organisation) Decree 1988; Pension Act (Decree 102 of 1979) and Decree 17 of 1984. Other official records available for the research include the Directorate's Financial statements like personnel emolument tables and records, 1991 - 1993 annual reports, code of conduct, time books, etc.

b) The administration of Questionnaires. The research administered one set of questionnaires to staff of the National Directorate of Employment's office in Jos. This questionnaire whose main aim is to scale down information from the large sample (which the Directorate represents) contains 24 short but simple questions spread into the classification and subject matter sections as shown in Appendix "1". In drafting the questionaire, offensive and influential/leading questions have been omitted.

The aim of administering the questionnaire is to collect information on employee's personal data, interest and preferences, training and development needs, reasons for low productivity, absenteeism and turnover, appropriate compensation and welfare packages, etc.

c) Face-to-Face interviews. Personal contact with staff of various departments provided vital information for the research. According to Olomolaiye (1983), interview is

a special way of obtaining information from people by asking rather than watching them behave as is the case with observations. Interviews reveal fresh and illuminating light on problems under review. The research also felt that there are problems under review which the respondents' verbal explanations can be controlled to provide solutions.

As a result of these numerous advantages of interviews, face-to-face discussions were conducted with a cross section of staff, Heads of departments, management, senior staff of the Directorate.

d) Observations and Experience. The research also tapped the wealth of experience gained by the researcher while working with the Directorate. Also, careful but relevant observations by the researcher during his six (6) years of work with the National Directorate of Employment is of immense help to the research. The researcher is directly involved in the processing and payment of personnel Emolument. He also had the opportunity of treating/handling promotion, deployment and dismissal cases.

4.3.0 DATA ANALYSIS AND INTERPRETATION

According to Osuala (1993), a "research must be interpreted in the light of the conditions under which it was done.... consistency of results should be considered in arriving at conclusions regarding the applicability of the

interpretations of various research studies"[3]. In order to adequately interprete this research work, collected data has been broken down into constituent parts. Consequently, statistical calculations have been performed with such raw data in an attempt to provide answers to the numerous questions raised in chapter 1.

However, qualitative data because of its nature, have been grouped according to similarity of occurence. Also, where percentages can not be worked, quantitative data has been summarised in tables, figures and charts.

It is important to note that a sample (National Directorate of Employment, Jos office) of the entire National Directorate of Employment was **ONLY** used for analysis involving turnover, absenteeism, late coming, etc. However, corporate policies, human resource policies and objectives, Decrees, Annual reports, personnel emollument figures, etc are data that generally affect the Directorate nationwide. The utilization of documents and information that have general applicability on the Directorate as a whole is so used to give the research a complete coverage of the organisation while the sample used (National Directorate of Employment, Jos office) is to give it an indepth understanding of the subject matters.

4.4.0 REFERENCES

1. Osuala, E.C, Introduction to Research Methodology, (Africana - Feb Publishers Limited, Onitsha) 2nd Edition, Pp.119.

2. Ibid

3. Ibid

CHAPTER FIVE

5.0.0 DATA PRESENTATION AND ANALYSIS

5.1.0 INTRODUCTION

This chapter presents all the relevant data gathered for the purpose of the research. The data are hereby organised and analysed for the purpose of clarity, applicability and for drawing conclusions toward acquiring and maintaining a comprehensive and costs saving human resource plan for the National Directorate of Employment.

As stated in chapter one (1), both primary and secondary data have been collected through official records, questionnaires, face-to-face interviews, and observations and experience. A total of 28 questionnaires were administered, 27 were returned while one was not returned. Official documents like National Directorate of Employment's Annual reports, Federal Republic of Nigeria Official gazattes, civil service rules, etc. form a substantial source of Data while interviews, observations and experience of the researcher to the Directorate's set up were also put into use.

Equipped with facts and figures from the aforementioned sources, this chapter moves forward to present and analyse such data in line with the Human resource 'Model Plan' designed in chapter two (2) as follows:

STEP ONE (1)

5.2.0 ENVIRONMENTAL SCANNING AND FORMULATION OF MANPOWER OBJECTIVES/POLICIES OF THE NATIONAL DIRECTORATE OF EMPLOYMENT

5.2.1 ANALYSIS OF THE EXTERNAL ENVIRONMENT OF THE DIRECTORATE

This human resource plan starts by identifying the key trends and forces in the external environment of the Directorate as having a potential impact on the management of human resources.

The National Directorate of Employment like any other organisation (private or public) does not operate in a vacuum. The environment in which it finds itself considerably detects the way and manner in which human resources of the Directorate are managed. The following external forces were identified.

A) ECONOMIC CONDITIONS.

The present economic predicament of the Nigerian Nation state has to a very large extent affected the corporate and organisational plans of the Directorate. This has in turn affected human resource management. The original plan of the Directorate to implement programmes aimed at combating mass unemployment through self employment and labour intensive programmes has been adversely affected due to inadequate funding from the Federal Government. The present economic conditions have forced the Federal Government to reduce its subvention to the N.D.E and this has in turn resulted in the withdrawal of the Fifty Naira (₦50) stipends given to the National Open Apprenticeship Scheme (NOAS) participants. The

sudden withdrawal of these stipends discouraged many participants from continuing their training. As a result of this decrease in the number of NOAS participants, some monitoring and inspectorate staff have been rendered redundant. Also due to poor economic conditions in the country, the special public works department of the Directorate did not execute any meaningful project in most of the states during the period 1991 - 1995. This has reduced manpower utilization as most employees have been made redundant.

The high/galloping inflation rate in the country has made it very difficult for the Directorate to import or even buy locally produced Agricultural imputs like chemicals, sprayers, fertilizers, etc. for its Agric loan beneficiaries. This has drastically reduced the number of loan beneficiaries and subsequently reduced the number of loan beneficiaries to be monitored or inspected by Agric and monitoring officers. In like manner, the Enterpirses Development officers have been made almost redundant as very limited motorcycles, grinding, threshing, soap making machines, etc can be purchased and given as loan packages to beneficiaries. the multiplier effect of these economic conditions is posing a serious threat to the continuous presence of many employees in the organisation.

B) GOVERNMENT/LEGAL REGULATIONS.

Continued Government/Legal regulations on the economy as a whole and on Government ministries, parastatals and Agencies in particular has affected the management of human resources in the directorate. The just lifted ban on employment imposed by Government on all its ministries and parastatals made it difficult for the Directorate to employ the few workers needed to man some of its key positions.

Secondly, Decree No 24 of 1989 promulgated by the Federal Government completely changed the management structure of the Directorate. Section 3 of the Decree establishes a Board which is vested with the responsibility of formulating policy guidelinesg for the Directorate, making, amending or revoking any regulation for the furtherance of the Directorate's objectives. The Board is also vested with the responsibility of appointing and removing employees. Decree No 24 of 1989 also stipulates that "the Chief Executive of the Directorate shall be appointed by the President, Commander in Chief of the Armed forces on the recommendation of the Minister of Labour, Employment and productivity".[1]

Thirdly, Government/Legal regulations like the civil service rules (Revised Edition of 1st April 1974), Civil Service (re-organisation) Decree No 43 of 1988 and the constitution of the Federal Republic of Nigeria have to a large extend affected the management of human Resources in the Directorate.

Fourthly, the high exchange rate of N82 to the U.S dollar and N130 to the pound sterling as fixed by the Sani Abacha's Government has made funding assistance from International bodies like the International Labour Organisation (I.L.O) and United Nations Development Programme (UNDP) worth while. This is because such fundings (which come in hard currencies) when converted to the Naira become more valuable. As a result of this, manpower needs are increasingly met in the various departments where such funds are channelled e.g. small scale Enterprises (SSE), Women Employment Branch (W.E.B) and NOAS resettlement.

C) UNION INTERESTS/EXPECTATIONS.

Trade Unions like the Nigeria civil service union (NCSU) and the Association of Senior Staff of Nigeria that operate within the Directorate have continued to resist any form of retrenchment or dismissal of its members from service. Even premature retirement of members has met stiff opposition by union members. The persistent outcry of the central labour (N.L.C) in 1992 led to some upward adjustments in the unified Grading and Salary structure (UGSS) which was paid with arears from 1st June 1992 to the Directorate's staff.

Despite the 1992 salary increase, union members have continued to agitate for pay increase. It is their expectation that the salaries and wages structure in the civil service be harmonised with those found in the private sector of Nigeria and other countries and should more importantly

reflect the current economic conditions of the country. These salary increase agitations make it very difficult for management to employ more hands as the meagre subvention from the Federal Government becomes overstretched.

D) SOCIETAL EXPECTATIONS.

Nigerians expect too much from the Directorate. Infact, they expect the Directorate to provide job opportunities to most, if not all unemployed Nigerians. They also expect the Directorate to provide white collar jobs instead of self employment. They believe that all loan sums given to beneficiaries should not be seen as loans but their share of the national cake'. The implications of such societal expectations on the Directorate is an increase in the number of beneficiaries and participants to be recruited hence an increase in the manpower needs of the organisation.

5.2.2 ANALYSIS OF THE STRATEGIC OBJECTIVES AND POLICIES OF THE DIRECTORATE

The stratregic objectives and policies of the directorate as provided by Decree No 24 Section 2 of 1989 and as enumerated in chapter three (3.2) of this research are geared toward the reduction of unemployment rates to the bearest minimum in the Nigeria economy by providing self employment to the teeming number of unemployed youths in the country. The Directorate's objectives and policies are also geared towards reducing the degree of idleness among retired civil servants by engaging them in meaningful but unstressful employment. In

the short run the Directorate has a responsibility of training unemployed primary and secondary school leavers in vocational skills that will provide a source of livelihood. Also, the N.D.E grants small scale loans to unemployed graduates and retired civil servants and monitors the application of such loans to ensure proper compliance.

In order to achieve the objectives set out in the enabling Decree No 24 of 1989, four well articulated programmes represented by four programme departments and aided by service departments branches and units were set up. Details of these departments, branches and units are given in chapter 3 (3.3).

5.3.0 ESTABLISHMENT OF HUMAN RESOURCE OBJECTIVES AND POLICIES

Since the major objective of setting the National Directorate of Employment is to create employment to the teeming unemployed Nigerians, all human resource objectives and policies must be geared towards the achievement of this goal. As a result, the following human resource objectives are drawn up for the Directorate:-

i) To relate human resource needs to the overall corporate plans of the organisation;

ii) to build and maintain a team of efficient and dynamic employees which can adequately cope with both government's objective of establishing the Directorate and still cope with the present economic conditions, Government/Legal regulations and societal expectations.

iii) to consciously improve the efficiency, productivity and morale of employees by implementing proper personnel programmes like training and development, rational compensation policy, performance appraisal, comprehensive recruitment, selection and placement policies, etc;

iv) to minimise personnel costs through the means of proper manpower forecasting;

v) to anticipate shortages or excesses of human resources and managing these imbalances before they become unmanageable and expensive.

vi) to make long range estimations of the organisations manpower needs.

vii) to maximise the return on investment in human resources through effective manpower utilization.

viii) to eliminate duplication of duties that may arise from time to time between the various departments.

ix) to attract more qualified professional staff in fields like Engineering, Accounting, Personnel, Research and Development, etc.

To adequately achieve these human resource objectives, the following policies should be vigorously pursued.

5.3.1 RECRUITMENT, DISCIPLINE & PROMOTION

Subject to the provisions of the general guidelines on the implementation of the civil service reforms set out in the schedule to civil service (Re-organisation) Decree 1988, the Directorate has the power to ensure that:

i) "it employs such number of persons to offices and posts as may be approved by government from time to time"[2] ,

ii) all employees on GL 01-06 be indigenes of the state where a particular NDE office is located.

iii) the minimum qualification for any officer between GL 12-17 is the Bachelor Degree or its equivalence in a related field of study. Officers qualified to occupy such positions must have put in not less than 10-20 years of meritorious service.

iv) confirmation of all probational appointments continue to be carried out by the NDE,

v) existing vacancies shall be filled through promotion of serving officers provided they are qualified. On the event of their not qualified, an external source shall be sought.

vi) for any officer to be qualified for promotion or appointment as a sectional Director, he must have spent a period of not less than two (2) years in the Directorate and must not be below Grade Level 15.

vii) officers with oustanding performance can qualify for accelerated promotion of not more than two grade levels at a time.

viii) except otherwise decided by management, only women can be employed, transferred or seconded to the

women Employment Branch.

ix) except under accelerated promotion conditions, all officers must spend a period of not less than three years on a particular position before they are promoted to the next grade level and position.

x) seniority and merit determined through the Annual Perforamnce Evaluation report shall be the major paramaters for promotion "seniority has a weighting of 5%, training 15%, APER 50% and interview 30%"[3]

xi) with due respect to policy (viii) above any Director, his deputy or Assistant can be transfered to any department of the organisation at any given time.

xii) any officer found redundant will be retired.

xiii) any officer found going contrary to the code of conduct of the Directorate will be demoted, terminated or retired depending on the gravity and frequency of the offence.

5.3.2 COMPENSATION SYSTEM

i) All permanent and pensionable staff of the Directorate are entittled to a basic salary and fringe benefits equal to the one obtainable in the Federal Civil Service. Staff on secondment and temporary appointees are not eligible for pension and gratuity from the Directorate.

ii) Upon satisfactory performance of his duty, a permanent employee is entittled to a salary increment of one step per year.

5.3.3 TRAINING AND DEVELOPMENT

i) Only confirmed staff of the Directorate are qualified for study leave/in service training.

ii) All staff who wish to go on study leave must obtain recommendation to the Director General from their heads of departments or state coordinator.

iii) courses must be related to the present or future job schedules.

5.3.4 RETIREMENT

i) The Directorate, which is a Federal Government parastatal has a retirement policy that is directly in line with section four (4) of the 1979 pensions Act (Decree 102 of 1979) which states that "the minister may at any time request an officer to retire or retire him in the public interest if he is satisfied that his services are no longer required".[4]

ii) Decree No 17 of 1984 is also in use in the Directorate. This Decree reinforces the above quotated clause in (i) and covers all mass retrenchments. Such mass retrenchments can not be questioned in the court of law provided the phrase "retired in the public interest"[5] is used.

iii) Except otherwise stated by Government Decree or legislation, an officer can retire or be retired at the age of 50 years or after putting in a minimum of 10 years of service.

iv) An officer who has put in 5 years and above of service qualifies for gratuity.

In conclusion, the human resource objectives and policies of the directorate aims at ensuring productivity, cost effectiveness, compliance to set goals and targets, and a honest and obedient work behaviour.

STEP TWO (2)

5.4.0 ASSESSMENT OF CURRENT HUMAN RESOURCE CONDITIONS OF THE DIRECTORATE

This Human resource planning stage involves a careful analysis of manpower inventory, current jobs, Human resource demand forecast, budget reconciliation, Human Resource supply forecast and matching internal supply with demand.

5.4.1 MANPOWER INVENTORY

The National Directorate of Employment has a total staff strength of 3,430 personnel both at the headquarters and the 30 state offices of the country including Abuja as shown in Table (ii) below.

CURRENT MANPOWER INVENTORY

Dept. Rank	Grade Level	D.G's Office	Agric	VSD	SPW	Pers.	Insp.	SSE	PRS	F&S	LCE	Info.	WES	ICE	IA	Legal	Total
Director General	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1
Director	17	-	1	1	1	1	1	1	1	1	-	-	-	-	-	-	8
Deputy Director	16	-	1	1	1	3	1	1	1	1	1	1	-	-	-	-	12
Assistant Director	15	-	3	3	3	11	3	3	2	3	3	2	1	1	1	1	40
Chief Officers	14	-	4	4	4	7	3	4	3	3	3	4	3	3	3	3	51
Assit Chief Officers	13	-	41	41	40	48	8	42	40	13	8	14	12	12	12	12	333
Principal Officers	12	-	5	5	5	8	5	5	5	8	5	5	5	5	5	5	76
Senior Officers	10	2	28	18	18	10	7	7	7	8	7	7	7	7	7	7	147
Middle Level Officers	7-9	5	119	105	109	108	119	104	39	83	80	34	19	18	19	10	971
Junior Officers	1-6	19	124	157	129	396	133	102	72	163	73	107	92	79	105	30	1781
Total		27	326	335	310	592	280	269	170	283	180	174	139	125	152	68	3,430

TABLE 5-01

Source: Culled from National Directorate of Employment 1993 **Annual Report: Staff** disposition by state and Grade Level (Table vi) Pp.19.

5.4.2 QUALIFICATION, EXPERIENCE, SKILLS & AGES OF EXISTING MANPOWER

i) **DIRECTORS**. No officer in this category was served with the questionnaire but investigations reveal that 11 directors, deputy and assistant Directors are holders (of a minimum) of first degrees or their equivalents. Their ages range between 40-60 and have put in not less than 20-25 years of meritorious service in various capacities in the Nigerian private and/or public sector(s). They are on salary Grade Levels 15-17. They are well talented and conversant with the various types of managerial issues, Dynamics and current problems in corporate cycles. They exhibit maturity and wisdom in handling managerial issues. They have formulated standard policies for the Directorate.

ii) **OFFICERS**. The officers of the Directorate include Chief, Assistant Chief, Principal, Senior and Ordinary Officers. About 52% of the respondents to the questionnaire fall under this category and their responses are shown below.

TABLE 5.02

RESPONSE TO EDUCATIONAL QUALIFICATION

Qualification	Response	% age
WASC/GCE O/L	-	-
HSC/GCE/IJMB 'A'LEVEL	-	-
OND	-	-
HND	5	36%
DEGREE	7	50%
POST GRADUATE DEGREE	2	14%
TOTAL	14	100%

Of the 14 respondents in the officer cadre, none has either WASC/GCE 'O' and 'A' levels or ordinary Diploma as his highest qualification. However, 36% possess the Higher National Diploma, 50% first degree holders and 14% hold Post graduate degrees as their highest qualifications.

Since most of the senior officers of the Directorate are graduates, their intelligent quotient/appreciative ability and literacy level is expected to be high.

In response to the question on their respective ages, the response show that the senior officers ages range between 30-46 years.

TABLE 5.03

RESPONSE TO YEARS OF EXPERIENCE GAINED IN PRESENT EMPLOYMENT (OFFICERS)

Question 8. - How long have you been in your present employment?

Duration	Response	Percentage
Less than 3 years	1	7%
3-6 years	4	29%
7-10	9	64%
Over 10 years	-	-
Total	14	100%

Based on the 14 respondents in the officer cadre, only 7% indicated that they have served the Directorate for less than three years, 29% have served the Directorate for a period of between three (3) to six (6) years, 64% have served the Directorate for a period of between seven (7) to ten (10) years while non indicated to have served for over ten (10) years.

This means that more than half of the senior staff have worked with the organisation for a long time and are conversant with the modus operandi of the organisation.

TABLE 5.04

RESPONSE TO YEARS OF EXPERIENCE BEFORE JOINING THE DIRECTORATE (OFFICERS)

Question 9 & 10 - Did you work else where before joining your present employer? If yes, for how long and in what capacity? 79% of the respondents in this cadre worked in other places before joining the Directorate. Their experiences are contained in their answers to question 10.

Years of Service	Response	% age
1 - 7 years	7	64%
8 - 15 years	2	18%
Not specified	2	18%
Total	11	100%

Out of the 11 respondents who answered positively to the question, 64% have additional experience for a period of between 1-7 years in other organisations while 18% acquired additional experience of between 8-15 years; and 18% did not specify the years of experience they acquired from their former employers. From the above finding, most of the senior staff have worked else where before joining the Directorate.

TABLE 5.05

RESPONSE TO THE POSITION OR RANK HELD IN FORMER EMPLOYMENT

Question 10: If yes (to Question 9 above), in what position or Rank?

Position Served	Response	% age
Education Officers	7	64%
Cash Officer in the Bank	1	9%
Asst. Manager in the Bank	1	9%
Advert Manager	1	9%
Technician	1	9%
Total	11	100%

64% of the respondents in the officer cadre served as Education officers while 9% each served as cash officer in a Bank, Assistant Manager in a Bank, Advert Manager and Technician respectively. Most of the staff in this category were college teachers and instructors. This is to suggest that most post entry experience are irrelevant to the requirements of the Directorate except for the vocational skills Development (VSD) department where teachers/instructors are required.

In summary, all the officers in this category possess a minimum each of a University degree or its equivalent while others have masters degrees. These officers have put in not less than 1-20 years of meritorious service in the private and/or public sector(s). Their age range is between 30-40 and are on salary Grade level 8-14. This category of staff possess the skills of implementing policies emanating from the Directorate's management. In this cadre, most of the chief officers have acquired adequate skills and know how to occupy managerial positions.

iii) **JUNIOR EMPLOYEES**

The employees in this category include Senior Personnel Assistant, Personnel Assistant I - II, Senior Finance Assistants, Finance and Audit Assistants, etc. About 48% of the respondents to the questionnaire fall under this cadre and their responses are as analysed below:

TABLE 5.06
RESPONSE TO EDUCATIONAL QUALIFICITION ATTAINED (JUNIOR OFFICERS)

Qualification	Response	% age
WASC/GCE/Primary Certificate	5	38.5%
HSC/GCE/IJMB 'A' Level	-	-
OND	4	31%
HND	3	23%
Others	1	7.5%
Total	13	100%

Based on the 13 respondents in this category, only 23% are Higher National Diploma (HND) holders, 31% are National Diploma holders, 38.5% are primary school, GCE/WASC holders while others formed about 7.5% of the total.

From the above findings, this cadre of staff are the most backward in terms of education and training despite the fact that it is the actual work implementation/execution work force. The implication of this is that jobs, duties and detail policy execution will not be understood, let alone executed by these Junior employees as it should be.

5.4.3 *INTEREST AND PREFERENCES OF EXISTING MANPOWER*

The interest and preferences of the Directorate's staff to their present jobs as compared to other jobs have been looked into. The finding is to help in effective internal selection and placement of staff to existing vacancies. The following responses were received from the 27 respondents to the questionnaire administered.

TABLE 5.07

RESPONSE TO INTEREST IN PRESENT JOB

74% of the 27 respondents have interest in their present jobs while 26% do not have interest. This is to suggest that employee interest/preferences in their present job placements is generally high. The 26% who responded negatively to Question 12 (Do you like your present Job?) gave various reasons as to why they have no interest in their present jobs.

Such reasons are given in response to questions 12 and 13 and shown below.

QUESTIONS 12 & 13: DO YOU LIKE YOUR PRESENT JOB? IF NO, WHY?

Reason	Response	% age
a) Does not interest one	-	-
b) Does not fit my present qualification	2	29%
c) Does not pay well	3	43%
d) All of the above	1	14%
e) Others	1	14%
Total	7	100%

29% of the seven (7) respondents who answered negatively to question (12) do not like there present jobs because it does not fit their present qualification, 43% because the job does not pay well, 14% because of all the above mentioned reasons and 14% because of other reasons like lack of challenges in his/her present job. This suggest that some staff in this category are not satisfied with their salaries and will need to be placed on other jobs that fit their present qualifications.

TABLE 5.08

RESPONSE TO NEXT LINE OF ACTION (For employees who do not like their present jobs)

	Next line of Action	Response	% age
a)	Develop in interest in my present job	-	-
b)	Switch to another job within the organisation	1	14%
c)	Retrain in other fields within the organisation	-	-
d)	Look elsewhere	5	72%
e)	Others	1	14%
	Total	7	100%

Based on the seven (7) people who answered negatively to question 12, 14% will like to switch to other jobs within the organisation and 72% will like to leave the organisation entirely for other more interesting jobs elsewhere. 14% prefer to watch the trends of events before taking their decision. This suggests that most of the officers who do not have interest in their jobs are likely to quit if they are not replaced/posted to jobs that fit their qualification(s) or if salaries are not improved.

5.4.4 PRODUCTIVITY, TURNOVER & ABSENTEEISM

A) PRODUCTIVITY

The performance level of staff of the Directorate is very low. Like any other Government establishment, the productivity level of the Directorate is generally poor. The

performance level of the junior cadre is comparatively lower than the officer cadre. Managerial estimate puts it at an average of below 10%. From careful observation and analysis of the situation, low productivity levels in the Directorate is as a result of poor salary structure, eratic welfare schemes, delayed promotion and complete absence of other incentives enjoyed by other organisations that exists within the same environment. Infact the current harsh economic predicaments of the country have further worsen the situation.

b) **TURNOVER**

As already shown in tables 4.07, 4.08 and 4.09, about 26% (892 people) of the 3430 employees of the National Directorate of Employment do not like their present jobs and out of this 892 employees, about 72% (642 people) indicated their desire to look elsewhere for other jobs. The turnover rate therefore is put at:

$$\frac{642}{3430} \times 100\%$$

$$= 19\%$$

Where: approximate no of people leaving = 642

Total no of employees = 3430.

Many of the potential resignees are leaving because of the poor salary structure, delayed and denied promotions, lack of adequate motivational programmes like study leave, upfront payment of Housing Allowance, Medical Services, Night allowances, etc.

c) **ABSENTEEISM**

The rate of absenteeism is very high in the Directorate. A detail analysis of senior and junior time books in one of the NDE state offices reveals that out of the 104 staff in that state office, only about 40 employees report for work daily. Out of this number, about 10 come in late and 20 leave before time.

Some of the staff interviewed reveal that lack of adequate motivational tools, delayed payment of salaries, inadequate transport allowances, absence of welfare packages, etc are some of the reasons contributing to this high rate of absenteeism.

5.5.0 CURRENT JOB ANALYSIS

To adequately analyse the various jobs currently in the Directorate, a careful study of the characteristics of such jobs and the skills required to perform them is carried out in table 5.10 below.

TABLE 5.09

CHARACTERISTICS AND SKILLS REQUIRED TO PERFORM CURRENT JOBS IN THE DIRECTORATE

Post	Grade Level	Qualification & Skills Required	Years of experience	Job Characteristics
1. Director General	-	1st degree in any liberal sciences. Post Graduate qualification will be an added advantage. The person must be very articulate, highly exposed & experienced in scientific Mgt. and must be conversant with the civil service reforms & managerial accounting principles	26 & above	- Chief executive of the directorate Member, NDE Board - Chairman, NDE Mgt. - Responsible to the Minister. Accounting officer of the Directorate
2. Directors: a) Directors b) Deputy Directors c) Assistant Directors	 17 16 15	Same as above	 23-26 20-23 18-21	Head of Department, member, NDE Mgt. 2(a) acts in the absence of the D G
3. Officers a) Chief b) Assistant Chief c) Principal d) Senior e) I & II	 14 13 12 10 8-9	- Must possess 1st degree or its equivalent in a field related to their present work. - Must possess mgt. know how to supervise/ execute organisational policies	a) 15-18 b) 12-15 c) 9-12 d) 6-9 e) 0-6	Supervision/execution of day to day policies and duties of the organisation
4. JUNIOR OFFICERS GROUP I a) Chief Assistant b) Ass. Chief c) Principal d) Senior e) Assistant I & II f) Confidential Secretaries	 10 9 8 7 5-6 8	Must possess GCE 'O'/'A' level with atleast 3 credits including Eng. Lang. OND for Confidential Secretaries OND. is an added advantage for posts 4 a d. Practical expertise in area/schedule of duty.	 a) 12-14 b) 9-12 c) 6-9 d) 3-6 e) 1-5 f) 6-9	Direct execution of policies/functions of the organisation
5. JUNIOR OFFICERS GROUP II a) Office Assistant b) Drivers/Mechanics c) Cleaners/Gardeners	 2-5 1-7 1-3	For position (a), employee must possess a minimum of GCE 'O' level. For position (b) employee must possess a good Driving License, trade test I or II and should be a practicing mechanic. For position (c) employee should be very conversant with modern sanitory equipments.	 a) 1-6 b) 1-10 c) 1-6	- do -

5.6.0 HUMAN RESOURCE DEMAND FORECAST

To predict/forecast the future personnel needs of the Directorate, both the internal and external demand conditions have been taken into consideration.

a) FORECASTING THE INTERNAL DEMAND FOR HUMAN RESOURCES

i) **SERVICE DEPARTMENTS** - Because the demand for personnel in the service departments can not be co-related with the level of activity (quantity of output), the managerial estimates have been used and the following personnel needs are present in the various service departments of the Directorate.

TABLE 5.10

MANPOWER DEMAND IN SERVICE DEPARTMENTS

Department/Rank	Director	Deputy Director	Assist. Director	Chief Officer	Assist. Chief Officer	Principal Officer	Senior Officer	Middle Level
Planning Res. & Statistics	-	-	-	-	-	-	-	-
Personnel	-							
Finance & Supplies	-	-	-				30	
Information	-	-	-	-			-	
Internal Audit	-	1	-	-	-	-	-	31
Legal		-	-	-	-	-	-	-
Total	-	1	-	-	-	-	30	31

Source: Managerial estimates.

60 typists are needed in the Personnel Department, 40 senior finance officers in the finance & supplies department, and 1 Deputy Director, 15 Internal Auditor II and 16 Principal Audit Assistants are needed in the Internal Audit Unit.

ii) **PROGRAMMES & MONITORING DEPARTMENTS**

To predict future Personnel needs of the programme and monitoring departments, the workload and manning levels method is used. This is because the necessary information needed to utilise the linear information equations or computer programmes given in chapter 2 is not comprehensive. Management has given an estimate of the workload per project or monitoring officer. The total number of beneficiaries in each department is divided by the workload per project or monitoring officer to determine the future manpower demand as shown below:

$$\text{Manpower dd.} = \frac{\text{No of beneficiaries/dept}}{\text{Workload Per Project/Monitoring Officer}}$$

Using the above formular, the future manpower demand for the directorate is calculated to show a net difference from the current manpower needs as shown in table 5.11.

TABLE 5.11

MANPOWER DEMAND IN PROGRAMME/MONITORING DEPARTMENTS

Department	Workload Per officer	No of beneficiaries	current manpower	future manpower need	Net manpower need	Remarks
Agriculture	300	37265	119(P.O)	124(P.O)	+5	needed
S.P.W.	250	7000	109 "	28 "	81	redundant
V.S.D	2000	* 216225	105 "	108	+3	needed
S.S.E	210	** 23,000	104 "	110	16	do-
W.E.B	90	* 1775	19 "	20	+1	-do-
I.C.B	50	* 1103	18 "	22	+2	do
Total			474	412	-62	

P.O. = Project Officer

* 1993 figures, ** Excluding One Million Jobs and Mass Agricultural Schemes

5.6.1 DUPLICATION OF DUTIES/FUNCTIONS

The formation of the loan coordination Branch (1990) and the inspectorate department (1988) led to the duplication of loan coordination and monitoring functions which were before then performed by the various programme departments. As a result, management is now compelled to close down these two departments. The implication of this closure will lead to redundancy and the possible mass retrenchment of the affected employees as shown below.

TABLE 5.12

REDUNDANCY AS A RESULT OF DUPLICATION OF DUTIES

Position	GL.	Loans Coordination Branch	Inspectorate Department	Total
Director	17	-	1	1
Deputy Director	16	1	1	2
Assist. Director	15	3	3	6
Chief Officers	14	3	3	6
Assist. Chief Officer	13	8	8	16
Principal Officers	12	5	5	10
Senior Officers	10	7	7	14
Middle Level Officer	7-9	80	119	199
Junior	1-6	73	133	206
Total		180	280	460

In addition to the 81 redundant workers revealed in Table 5.11, 460 in the loans coordination and inspectorate departments are redundant.

4.4.8 EXTERNAL DEMAND FORECAST

Recent trends in the employment market reveal that the private sector is saturated and not in need of any personnel for now. However, very few middle level and Chief Officers are in need. With the recent lifting of ban on employment by the Federal Government, some ministries, Government parastatals and Agencies have declared some few vacancies ranging from Grade Level 1-14.

5.7.0 HUMAN RESOURCE SUPPLY FORECAST

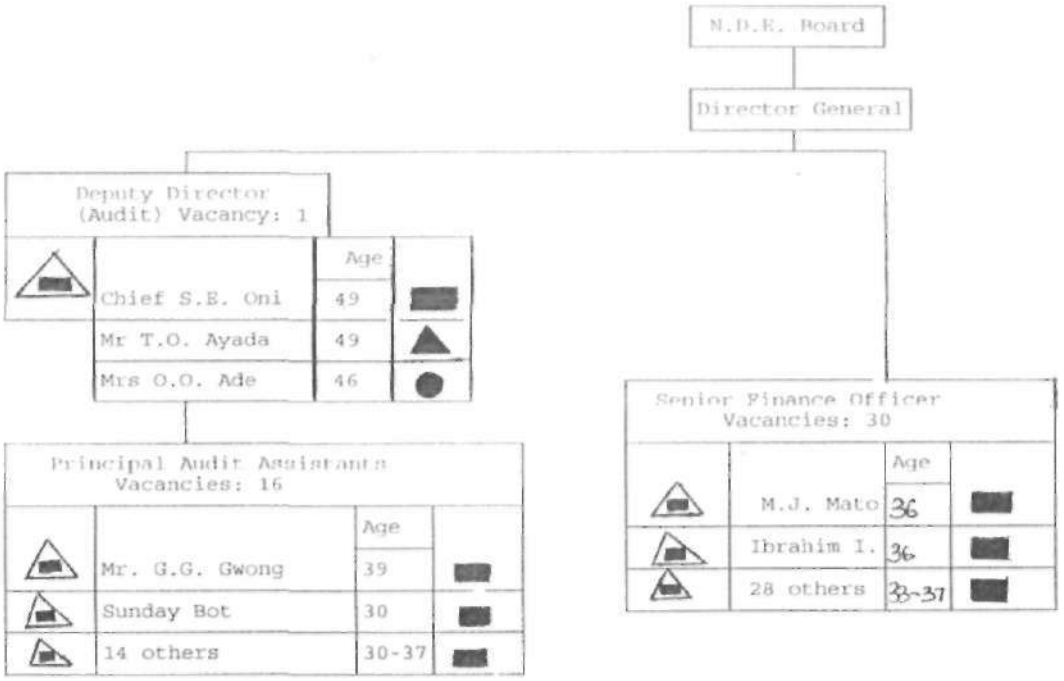
a) **FORECASTING THE INTERNAL SUPPLY** - Because the projection/forecast of the internal supply contained in this research work is short range, replacement charts have been used.

REPLACEMENT CHARTS

Replacements charts of positions and officers who are likely to occupy such positions are here under drawn to visually display the ages, current level of performance and potential promotability of such staff.

Figure 5.01 reveals that Chief S.E. Oni is qualified to fill the vacant post of the Deputy Director (Audit) while Mr. G.G. Gwong and 15 other Senior Audit Assistants who recently passed the promotion interview should be promoted to the rank of Principal Audit Assistants in the Headquarters and other states of the Federation where such vacancies exist. Also, Mr. M.J. Mato and 29 other. Finance Officer I who scaled through the promotion interview should be promoted to the rank of Senior Finance Officer.

FIGURE 5.01 - REPLACEMENT CHART FOR NDE



KEY

PRESENT PERFORMANCE	
Outstanding	▲
Satisfactory	▲
Needs Improvement	●

PROMOTION POTENTIAL	
Ready now	■
Needs further Training	▲
Questionable	●

b) **FORECASTING THE EXTERNAL SUPPLY** - The high number of unemployed people that characterize the employment market makes it very easy for almost all types of vacancies to be fill. "In 1985 alone, over 3 million people representing 10% of the Nigerian labour force"" were unemployed. The record today stands at approximately 15 million. From this number is found a good number of well experienced people who lost their jobs as a result of the economic recession of the 80's to date. With the re-occurence of distress banks, many professionals like Accountants, Managers, Engineers, Confidential Secretaries, etc lost their jobs. This is to say that the employment market contains both experienced and potentially qualified technocrats that the N.D.E. can fall back to.

5.8.0 BUDGET RECONCILIATION

The Directorate receives an average of ₦130 million as annual personnel subvention from the Federal Government through its parent ministry (Ministry of Labour, Employment & Productivity). But the total current personnel costs is ₦124,900,979 per annum. However, if the redundant workers revealed in table 4.12 and 4.13 are to be retrenched and the few existing vacancies filled, the new total personnel costs will be ₦103,157,317 as shown below.

TABLE 5.13

NEW (FUTURE) PERSONNEL COSTS

Rank	GL	No of Personnel (Old)	No of Personnel (New)	Total Personnel Costs (Old) P.A.	Total Personnel Costs (New) P.A.
Director General	-	1	1	₦300,000	₦ 309,000
Directors	17	8	8	787,841	787,841
Deputy Directors	16	12	10	1,046,656	853,685
Assist. Directors	15	40	34	3,254,198	2,710,132
Chief Officers	14	51	45	3,738,818	3,221,791
Assist. Officers	13	333	317	21,884,852	20,833,327
Principal Officer	12	76	66	4,542,234	3,944,578
Senior Officer	10	147	* 173	8,191,345	9,640,155
Middle Level Officer	7-9	971	** 757	40,911,569	31,220,878
Junior Level Officer	1-6	1781	** 1666	40,243,476	37,644,936
Total		3430	3077	₦124,900,979	₦103,157,317

* See tables 5.11 & 5.13

** See tables 5.11, 5.12 & 5.13 .

A Balance of ₦21,743,662 will be realised if the new strategy is executed as shown below:

	Total personnel costs (Old)	₦124,900,979
Less:	Total Personnel costs (New)	₦103,157,317
		₦ 21,743,662

5.9.0 MATCHING INTERNAL SUPPLY WITH DEMAND OF THE DIRECTORATE

To actually meet the manpower demand (needs) of the Directorate, matching processes between the internal supply of manpower and the job demands (SKA & PIPS) has been made with the aim of filling job vacancies by using the current workforce potentials. At the end of the matching process, if the manpower demand of the Directorate can not be met internally, then external sources shall be sought. Here, two (2) matches have been made viz:

i) **MATCH ONE: SELECTION ON THE BASIS OF SKILLS KNOWLEDGE & ABILITIES (SKA)**

Tables 4.11 and 4.12 reveal that one (1) Deputy Director (Audit), 60 typists, 40 Senior Finance Officers, 31 Internal Auditors and Principal Audit Assistants, 31 Audit Assistants and 19 monitoring/project Officers are needed to fill such existing vacancies in the organisation. To fill these vacancies, the following proceedures are followed:

a) DEPARTMENT: Internal Audit

POST: DEPUTY DIRECTOR (AUDIT)

VACANCY: 1

Since there is an Assistant Director in the Audit who has been heading the department for more than 5 years now, and since he possesses all the necessary skills, knowledge and abilities, he should be promoted to the post of the Deputy Director (Audit). However, the officer will only be qualified for his next promotion in six months' time (June 96). This is

because an officer is expected to spend atleast three (3) full years on a particular Grade Level before he is promoted to the next step (except under accelerated promotion). As a result, the officer should be made an acting Deputy Director for the six months and be converted to a full fledge Deputy Director on 1st June 1996.

b) DEPARTMENT: PERSONNEL MGT.

POST: TYPIST

VACANCIES: 60

15 of the 60 vacancies can be filled by the 15 typists to be retrenched in the loans coordination Branch and the Inspectorate Dept. (because of duplication of duties). The balance of 45 typists should be sought outside.

c) DEPARTMENT: FINANCE & SUPPLIES

POST: SENIOR FINANCE OFFICER

VACANCIES: 30.

There are more than 60 finance officer I who have not been promoted for the past 6-8 years. 30 most qualified of them should be promoted to the Rank of Senior Finance Officer. The remaining should keep in view pending the availability of vacancies.

d) DEPARTMENT: INTERNAL AUDIT

POSTS/VACANCIES: 15 INTERNAL AUDITOR II, 16 PRINCIPAL AUDIT ASSISTANTS & 31 AUDIT ASSISTANTS.

Since there are no degree holders in the Audit department who are currently below the rank of internal auditor II, the 15 Internal Auditor II needed can not be recruited from within. However, from the 20 Senior Audit Assistants currently available 16 should be promoted to fill the 16 Principal Audit Assistant vacancies available in this category. From the 206 redundant junior workers (likely to be retrenched) in the Loan coordination Branch and Inspectorate, 31 of them can be trained as Audit Assistants to fill the existing vacancies in this category.

A total of 19 monitoring officers are needed in the Agric, VSD, SSE, WEB and ICB departments/Branches. These vacancies should be filled by any 19 hardworking Project Officers to be retrenched from the Loan Coordination Branch and the Inspectorate department.

ii) **MATCH TWO: SELECTION ON THE BASIS OF INTERESTS, PREFERENCES & PERSONALITY.**

Out of the 26% of respondents who do not like their present jobs, only one (1) indicated his lack of interest in his job as his reason for not liking the job. Instead, they gave other reasons such as poor salary, and the mismatch of their qualification and current job. As a result of this, interests and preferences are not be taken into consideration when filling the available vacancies.

4.9.1 **MATCHING EXTERNAL SUPPLY WITH THE REMAINING INTERNALDEMAND**

a) DEPARTMENT: PERSONNEL MGT.

VACANCIES: 45 TYPISTS

A total of 45 typists are to be recruited and selected from the pool of unemploed typists in the labour market.

b) DEPARTMENT: INTERNAL AUDIT

VACANCIES: 15 INTERNAL AUDITOR II

The 15 Internal Auditor II are to be employed from the NYSC members just entering the employment market.

STEP THREE (3)

5.10.0 **GENERATING AND DEVELOPING HUMAN RESOURCE STRATEGIES & PROGRAMS**

In this step, an analysis of existing manpower strategies and programmes of the Directorate is done. This will help in the actual generation and development of human resource strategies and programmes. The following pull, push and sell manpower activities are currently pursued in the Directorate:

1) RECRUITMENT AND SELECTION. For the past years, the NDE has continued to employ new hands. "In 1991, 176 persons were employed. 72 and 156 were employed in 1992 and 1993 respectively"[7].

2) PROMOTION AND UPGRADING. For the past four years the Directorate has continued to promote and upgrade qualified employees. "A total of 146 Senior and 53 Junior Staff have either been promoted or Upgraded"[8].

3) STAFF TRAINING AND DEVELOPMENT. Since inception, the Directorate has trained its staff in the following conferences, workshops, seminars and induction courses:

i) Executive management workshop stage III for Senior Finance Assistants.

ii) Annual National Personnel Management workshop for Senior management staff.

iii) Management appreciation coruse for executive secretaries.

iv) Computer Audit conference for internal auditors,

v) Contact Planning Production and control,

vi) Small scale Enterprises In-Plant Training Programme for Enterprises Development Officers,

vii) Workshop on Efficient use of Energy

viii Effective secretaries course and introductory word processing.

ix) Improvement course for Account Officers

x) International Workshop on how to set up and manage civil service efficiency centres for Senior Officers of Personnel Management and Planning, Research and Statistics Departments.

xi) Improvement course for clerical officers

xii) Computer/Word Processing for typists

xiii Training Workshop on Research and Planning Techniques

xiv) Advanced Personnel Management and Industrial Relations Workshop.

xv) Management consulting and script writing workshop for Research Officers.

xvi) Training workshop for improving monitoring performances of inspectors of programmes.

4) **STAFF WELFARE.** The Directorate provides adequate medical services at the Headquarters. It has some specialist Hospitals earmarked for staff. However, such services are not found in the state offices. In the state offices, employees hardly get reimbursement for out-of-pocket expenses incurred on medical treatment even if such treatments were done in specified Government Hospitals. A staff canteen exists at the Headquarters while non of this exists in the state offices.

STEP FOUR (4)

5.11.0 CONTROL AND EVALUATION

To assess whether the strategies and programmes generated in step three (3) of the Human Resource Plan were able to solve the Human Resource issues/problems, an 'on-going review and monitoring' mechanism should be put in place. The Directorate has the following mechanisms for checking:

I) **CONTROL MEASURES**

The Directorate has installed the following control measures:-

a) Time Registers - Most of the state offices operate two time registers; one each for junior and senior staff. A careful study of such registers reveals

that only 18% of the senior staff report on duty early or on time, and less than 10% stay in the office uptill the 4.00 pm closing time. Infact, about 30% of the staff absent themselves from work.

b) Movement Book. To curtail the number of man hours spent on loitering about, a time movement book is operated by most NDE offices. However, compliance by staff is very poor.

c) Discipline. Disciplinary action ranging from querries, letters of advice, suspension to dismissal are issued to ensure compliance to corporate goals and objectives.

2) **EVALUATION**

The following evaluation tools are utilised in the Directorate.

a) Personnel Audit. The Directorate conducts an annual Personnel Audit for the purpose of ascertaining the actual staff strength and the 'existence of ghost workers, if any' at both the Headquarters and all the state offices including Abuja office. This staff Audit shows the actual manpower position and reveals the rate of turnover.

b) Performance Appraisal. The Appraisal method in use in the Directorate is the APER method where each state office/department sends in its APER (Annual performance Evaluation Report) form annually to the personnel

department at the Headquarters. The appraisal exercise is to enable the Directorate know the rate of productivity of its employees.

Summarily, this chapter presented and analysed relevant Human resource data that are required by the Human Resource plan model designed in Chapter two (2). The analysis reveal the external forces and key trends that have potential impact on the management of the Directorate's human resources, strategic objectives and policies, Human resource objectives and policies, manpower inventory, productivity, turnover and absenteeism; employee interests and preferences. Others include current job analysis, Human resource forecast (demand & supply) duplication of functions, Budget reconciliation, matching supply with demand, Human Resource strategies and programmes, and the control and Evaluation of the Human Resource Planning processes of the Directorate.

5.12.0 GENERAL DISCUSSION

5.12.1 INTRODUCTION

This part of the chapter passes a search light on the theoretical framework of the study (contained in chapter 2) and the actual manpower planning strategies and programmes currently in use by the Directorate (as contained in chapter 4) with the aim of reviewing areas of weaknesses. It is also the aim of this part of the chapter to design strategies and programmes that will meet the manpower demand and supply needs

of the organisation. As a result, only programmes that need partial or complete review are discussed hereunder.

5.12.2 REDEPLOYMENT & RETRENCHMENT

The formation of the Inspectorate Department and the loans Coordination Branch has brought about duplication of loan coordination and monitoring duties/functions hitherto performed by the programme departments (i.e. Agriculture, National Open Apprenticeship Scheme Dept., Women employment branch, special public works and International Collaboration Branch).

In order to reduce wasteful investment on human resources, this human resource plan (whose main aim is to minimise personnel costs) calls for the closing down of the Inspectorate department and the loans coordination branch.

A total of 460 employees of these (2) department and unit (see tables 5.13) are to be retrenched. However, out of this number, 15 typists are to be redeployed to the personnel department and 31 Junior staff to be trained as Audit Assistants and redeployed to the Audit Department.

Also, this human resource plan calls for the strict compliance of the workload per monitoring/project as shown in Table 5.12. As a result, 62 project officers are to be retrenched from the special public works department. While 19 are to be redeployed to the following departments;

Agric 5; VSD 3; SSE 6, WEB 1 and ICB 4.

The retrenchment of a total number of 476 employees is in line with section 4 of the 1979 pension act (Decree 102 of 1979) and Decree No 17 of 1984 which forms part of the Directorate's human resource objectives/policies and which formed part of the contract agreement between all the employees and the Directorate.

This human resource plan calls for a pre-retirement counselling that will help the 476 workers to be retrenched. Upon approval by management, their pension and gratuity entittlements should be worked and paid to them immediately.

5.12.3 PROMOTION, RECRUITMENT, SELECTION & PLACEMENT

a) PROMOTION. This human resource plan, having carefully studied the Directorate's human resource objectives and policies (as contained in section 5.3.0), the current job analysis (as contained in table 4.10) and the replacement chart in figure 5.01 calls for the following promotions.

TABLE 5.14

LIST OF STAFF PROMOTIONS

Vacant Post(s)	Name of Officer for Promotion	Effective date
Deputy Director (Audit)	Chief S.E. Oni	W.I.F
30 Senior Finance Officer	30 former finance Officer I	"
16 Principal Audit Assistants	16 former Senior Audit Assistants	"

b) RECRUITMENT, SELECTION & PLACEMENT. To fill the 60 vacancies (45 typists and 15 internal Auditors II) existing in the Directorate, this human resource plan calls for adequate publicity through the mass media to prospective applicants, enough pportunity to apply, absence of discrimination and proper ranking of interviewees. Candidates who satisfy the conditions set in table 5.09 should be employed.

To effectively match the skills, knowledge and abilities, and preferences, interest and personality of the newly selected employees, an induction (orientation course) should be organised. This placement course should be able to introduce the worker to the general work environment of the Directorate and the human resource policies/objective.

5.12.4 TRAINING AND STAFF DEVELOPMENT

Apart from the on-the-job training given to staff of the Directorate, Seniority and the manpower needs of the organisation should be used to send employees for important and related professional courses outside the organisation but within the country. To engage in such courses, conditional study leave should be given to those qualified.

The 31 Junior Officers to be redeployed to the Audit Department as Audit Assistants should be sent to the Polytechnic for a 12 month training programme on basic rudiments of Auditing.

This human resource plan intends to identify the training needs of individuals by using job analysis, Annual Performance Evaluation report (APER), Diary method, self reporting, questionnaire, structured and unstructured interview of questions, questionnaire Administration, Observation, Brainstorming, critical incidence, etc.

5.12.5 PERFORMANCE APPRAISAL, COMPENSATION AND STAFF WELFARE

This human resource plan will appraise workers on quarterly and yearly basis. This is aimed at "improving the management of staff resource by helping employees realise and fully utilise their potentials while striving to achieve organisational goals and to provide managers the information necessary for decision making in several areas of personnel management"[8] (e.g promotion, training, discipline, etc).

"Because of the problems and difficulties that have plagued the issue of how best to appraise staff performance",[9] the appraisal within the plan period will examine the individual using the APER which will contain the individual's:

1. Foresight
2. Numerical ability
3. Penetration
4. Judgement
5. Expression on Paper
6. Oral Expression
7. Relations with colleagues
8. Relations with public

9. Acceptance of responsibility
10. Reliability under pressure
11. Drive and determination
12. Application of knowledge
13. Management of staff (where applicable)
14. Output of work
15. Quality of work
16. Punctuality.

5.12.6 DISCIPLINE, CONTROL & EVALUATION

To ensure discipline and control, the following areas of lapses are to be given adequate consideration.

1) Late coming, leaving the office before time and absenteeism. As already stated, a look at the time book reveals a case of chronic late coming, loitering, leaving before time and not reporting for duty at all.
2) Low productivity. The productivity rate of the department is very low and this calls for proper control and motivation.
3. Misconduct. The work behaviour of the Directorate leaves much to be desired as workers do not obey superior officers, fight on duty and lick out government secrets. Proper disciplinary actions should be put in place to check these excesses.

5.12.7 A POST MORTEM ON PERSONNEL COSTS AFTER IMPLEMENTING THE NEW HUMAN RESOURCE PLAN

The major aim of this research is to develop an effective human resource plan that will reduce the Naira amount of personnel costs. The current Naira value of personnel costs of the N.D.E. is ₦124,900,978 (see table 4.14). However, with the implementation of the pull, push and sell programmes designed in chapter 2. Personnel costs will drastically be reduced to ₦103,157,315 giving a surplus balance of ₦21,743,663 as seen below:

	Total Personnel costs (old)	₦124,900,978
Less:	Total Personnel costs (new)	₦103,157,315
		₦ 21,743,663

With the reduction of over ₦21 million from the total personnel costs of the Directorate, the human resource plan is said to have accomplished its major functions of personnel costs reduction. The reduction in personnel costs would have been higher than this if issues like union interests and societal expectations were overlooked. However, it is not possible to over look such vital environmental factors because the Directorate is directly or indirectly affected or linked with the environment in which it finds itself.

5.13.0 **REFERENCES**

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CHAPTER SIX

6.0 SUMMARY, CONCLUSION & RECOMMENDATIONS

6.1.0 SUMMARY

The fact that manpower is the most critical of all resources placed at the disposal of an organisation and that the right quality and quantity of this resource is a measure of an organisation's strength, security and prosperity can not be overemphasised. However, because of the high personnel costs incurred by the National Directorate of Employment, it became very necessary to find out whether the right quality and quantity of manpower is employed by the Directorate and whether the over N120 million spent annually on personnel costs is justifiable and if not, to find ways of reducing these huge expenses.

The solution to these problems is to design a comprehensive and future oriented human resource plan aimed at reducing these personnel costs. This need gave rise to a research work tittled: Human resource planning as a tool for minimising personnel costs. A case study of the National Directorate of Employment.

This research contains six chapters and opens up with an Introductory chapter - chapter one. In this chapter a clear picture of the major problem to be solved in painted in the statement of problem. The lack of effective human resource planning process in the Directorate is seen as one of the

causes of high personnel costs. Therefore, the aim of the research is to develop an effective human resource plan that will help the Directorate's management reduce personnel costs through human resource demand and supply forecasts. A defination of terms that are technical in nature or have meanings other than their ordinary daily usage is contained in chapter.

Chapter two sets a theoretical background for the research. The works of six reknown experts in human resource planning (who have been confronted at one time or the other with similar problems) have been reviewed. This is to set a theoretical base for the research.

Among the personnel experts' works reviewed; JMM De Swart, Eddie C. Smith, George T. Milkovich and Stella M. Nkomo all agree that a comprehensive human resouce plan should include a detail study of the environment in which the organisation finds itself, the corporate and human resource objectives and policies of the organisation, analysis of manpower inventory and personnel programmes and strategies that will carter for any lapses (excesses or shortages) in human resources. Such programmes include recruitment and selection, placement, promotion, appraisal, compensation, retirement, training and development, etc. A summary of findings from the works of all the experts reviewed formed a 'model plan' which is used for the Human resource planning of the Directorate.

In chapter 3, the Historical background of the National Directorate of Employment is given. This Historical background revealed that the Directorate started operations on 30th January, 1987. The enabling decree No 24 of 1989 sets out the objectives of the Directorate to include the design and implementation of programmes to combat mass unemployment, the development of labour intensive programmes, the maintenance of data bank on employment and vacancies in the country, etc.

The Directorate has at its helms of affairs, a Board while the overall management of the organisation is vested on the Director-General who is the Chief Executive. The Directorate has four (4) core programmes which are run in four seperate departments headed by a Director each. There are eleven (11) other service departments, branches or units headed each by either a Director, Deputy or Assistant Director. The Directorate has an office in every state of the Federation including Abuja.

Despite the beautiful master plan set in motion to curb unemployment by the Government, the Directorate is not adequately funded. Other problems include logistics, loan recovery, accomodation and employee motivation.

Research methodology is outlined in chapter four (4) while the real human resource planning starts in chapter five (5) with data presentation and analysis. Both primary and secondary data were collected, presented and analysed in line

with the 'model plan' drawn up in chapter two (2). Step one (1) of the human resource plan scanned the environment in which the Directorate exists and it is discovered that key trends and forces like economic conditions, Government/legal regulations, union interests/expectations and societal expectations have potential impact on the management of human resources.

Secondly, the strategic objectives and policies of the Directorate are analysed and these helped in establishing effective human resource objectives and policies for the organisation. The manpower inventory reveal a staff strength of 3,430 both at the Headquarters and the 30 state offices including Abuja. The composition of staff is made up of Directors, Deputy and Assistant Directors who are mainly University graduates, have served in various management capacities within and outside the organisation for between 20-25 years.

The officers of the Directorate include Chief, Assistant Chief, Principal, Senior and Grades I & II Officers who are also University graduates or holders of equivalent qualifications and who are saddled with the responsibility of implementing policies emanating from management. The detail execution of the Directorate's policies is made by the Junior officers who are holders of National diplomas, GCE, trade tests I & II and confidential secretary certificates. Others in this category include primary school certificate holders

and illitrates. They have 2-20 years working experiences.

74% of the respondents to the questionnaire administered like their present jobs. 26% do not like their present jobs because of the following reasons: 8% because it does not fit their present qualifications, 11% because it does not pay well and 4% because it lacks the necessary challenges. On what line of action to take, 72% of those who do not like their jobs intend to look outside for other jobs given an overall turnover rate of 19% (or 642 people) for the Directorate.

Employee productivity is very low and absenteeism rate very high. Not more than 45% of the staff in the state offices report for work daily. Even when they do, they leave before closing time.

A human resource demand forecast reveals that one Deputy Director, 40 Senior Finance Officers, 15 Internal Auditor II, 16 Principal Audit Assistants and 31 Audit Assistants and 60 typists are currently needed in the organisation. Based on current workload per monitoring/project officer, the Agric, VSD, SSE, WEB and ICB need 5,3,6,1 and 4 extra project officers respectively while the special public works department has to retrench eighty one (81) project officers. However, Nineteen of these are to be redeployed to other programme departments as shown in table 4.12. This is mainly due to the drastic reduction in workload in the special public works Department. A forecast of the external supply of manpower reveals an unlimited number of job seekers.

Duplication of duties arising from the formation of the inspectorate department (1988) and loans coordination Branch (1990) to perform the monitoring and loan coordination functions hitherto performed by the respective programme departments became very unnecessary. As a result, the two departments (loans coordination Branch and inspectorate department) are to be closed down thereby leading to the retrenchment of 460 employees as shown in table 4.13. However, 55 of them are to be redeployed to other departments.

In forecasting the internal supply of human resources, replacement charts are used and they reveal (as shown in figure 5.01) Chief S.E. Oni to be the next qualified person to take up the vacant post of Deputy Director, Audit. The replacement chart also reveal Mr. G.G. Gwong, Sunday Bot and 14 others as those to be promoted to the post of Principal Audit Assistants. While Mr. M.J. Mato, Ibrahim I. and 28 others are to be promoted to the rank of Senior finance Officers. Moreover, matching of Internal supply with the current job requirement is in favour of the above mentioned officers. However, 45 typists and 15 Internal Auditor II vacancies can not be filled internally. As a result, they are to be recruited and selected from outside.

A budget reconciliation shows that if the 476 redundant workers are retrenched, personnel costs will be reduced from its present level of ₦124,900,978 to ₦103,157,315 leaving a balance of ₦21,743,663. However, the Directorate receives

from the Federal Government, an annual subvention of ₦130 million as personnel costs. Therefore, the implementation of this human resource plan will yeild a surplus balance of ₦26.84 million as shown below:

Annual subvention from Federal Government	₦130,000,000
Less: New total annual personnel cots	₦103,157,315
	₦26,842,685

To effectively accomplish the above mentioned personnel excesses and shortages, the Human resource programmes and strategies were addressed in the plan. They include redeployment and retirement, recruitment, selection and placement, promotion, training & staff development, performance appraisal, compensation and staff welfare. Others include Discipline, control and Evaluation. Steps 3 and 4 of the human resource plan in chapter 4 reviewed the way such programmes are currently practised in the Directorate and chapter 5 develops new methods to be used to effectively solve the pending excesses and shortages in manpower as follows.

Redeployment and retirement. The chapter calls for the closure of the loan coordination branch and the inspectorate department. A total of 15 typists are to be redeployed to the personnel department and 31 Junior Staff are also to be redeployed to the Audit Section to be trained as Audit assistants from the 460 to be retrenched. As a rsult of redundancy in the special public works department, 62 project officers are also retrenched.

One (1) Assistant Director, 30 Finance Officer I and 16 Senior Audit Assistants are to be promoted to the posts of Deputy Director, Senior Finance Officer and Principal Audit Assistant respectively. A recruitment, selection and placement machinery is put in place to fill the 60 vacancies.

Professional training courses are to be provided for qualified serving members of the Directorate. The nature and type of such courses is to be determined by the individual's training needs and the needs of the organisation.

Compensation will be based on a comprehensive performance appraisal of individuals and to motivate the staff, a mouth watering welfare scheme is to be installed.

The human resource plan calls for strict disciplinary actions on erring employees so as to serve as a deterrant to potential culprits.

As already metnioned, a post mortem check on personnel costs after implementing the new human resource plan reveals that a surplus of about ₦21.7 million will be declared should this human resource plan be implemented in the National Directorate of Employment.

6.20 CONCLUSION

From the aforementioned effective manpower programmes and strategies to be implemented and the expected surplus of more than ₦21.7 million to be declared as a result of the implementation of this human resource plan, it is glaringly clear that a future oriented, comprehensive and integrated

human resource plan such as this one will serve as a tool for minimising personnel costs.

This human resource plan, beside reducing personnel costs by N21.7 million has also forecasted an optimum number and quality of personnel to be hired or fired/retrenched. It has also put in place a machinery to increase productivity and reduce employee turnover and absenteeism rates. Finally, this human resource plan has provided a better basis for planning employee development, improving the overall business planning process, provided greater awareness of the importance of sound human resource management throughout all levels of the organisation and serves as a tool for evaluating the effect of alternative human resource actions and policies.

6.3.0 RECOMMENDATIONS

From the findings of this research study, the following recommendations are hereby made with the aim of ensuring continuity and 'reaping the abundant apples that grow on the trees' of human resource planning.

1. **ESTABLISHMENT OF A MANPOWER PLANNING UNIT (M.P.U)**

Management should establish a functional manpower planning unit that will ensure dynamic continuity and implementation of the human resource plans. This planning unit should be headed by an Assistant Director under the close supervision of the Director of personnel management. The unit which is to utilise existing manpower in the personnel management department will perform on a continuous basis the

following functions.

i) analysing the external environment of the Directorate

ii) analysing the strategic objectives and policies of the Directorate.

iii) assessing the human resource conditions of the Directorate.

iv) reconciling personnel costs with personnel budgets.

v) be represented in and to give expert advice to the recruitment, selection and placement, promotion, retirement, training and development, performance appraisal, compensation, staff welfare, and Disciplinary committees.

vi) "promote greater awareness of the importance of sound human resource management throughout all levels of the organisation and to provide a tool for evaluating the effect of alternative human resource actions and policies".

vii) providing a better basis for planning employee development that makes optimum use of workers attitudes.

2. CONTROL MEASURES AND DISCIPLINARY COMMITTEES

To ensure strict compliance to action plans, improve productivity and reduce laxity amongst employees, the following control measures should be instituted (or re-instituted) by management.

i) Time Registers. Three registers shall be opened, one each for management, middle and junior officers for the

purpose of recording time in and out. Every sectional head is to ensure compliance by middle level and junior officers while the Director General is to be directly in charge of the management staff.

ii) MOVEMENT BOOK. To curtail the number of man-hours lost in loitering around, a time movement book to be kept in the office of each sectional head is to be opened. Permission must be granted by the sectional head before an employee is allowed to sign out. On no account should a staff be allowed to leave his duty post for more than 30 minutes without seeking for permission and signing the movement book. Under special arrangements, staff are to utilise 12-1 p.m period to pick/collect their children/wards from school.

iii) DISCIPLINARY COMMITTEES. To check excesses and to serve as a corrective mechanism, two disciplinary committees are to be set up to handle disciplinary cases emanating from senior and junior staff.

All staff are expectd to conduct themselves well. However, upon investigation and confirmation that a staff is found going contrary to the civil service rules and regulations and the N.D.E. code of conduct, depending on the gravity of the offence, the Disciplinary committee(s) shall take appropriate actions.

3) PERFORMANCE EVALUATION

To ensure proper compliance to the action plans, improve the management of human resources, and to provide managers with information necessary for decision making in areas of promotion, training, discipline, etc, performance appraisal must be carried out from time to time and workers be fed on how they have performed.

Because of the lapses discovered in the current civil service reforms by the Task force on current civil service reform which gave "no indication of the actual performance of the officer reported upon".' The Directorate should continue to use the open reporting system but with the following changes.

a) The present annual performance Evaluation scheme in respect of individual civil servants should be replaced with one which emphasises concrete and measurable performance, with appropriate rewards and sanctions being based on performance rating;

b) A modification of the former scheme based on four criteria, suitably weighted and differentiated between categories of staff should be introduced. The four evaluation criteria are;

   i) Actual performance compared with prescribed performance standards;

   ii) Character traits,

iii) Attendance and punctuality at work; and

iv) Leadership performance.

Job targets are hereby set based on time, cost, quantity and/or quality.

4) **STAFF WELFARE**

i) To motivate staff, improve productivity, reduce employee turnover and absenteeism, a ₦1,000 per year bonus per employee across the board is recommended for payment to all the 2954 staff that will be left after the retrenchment exercise. This money (₦2,954,000) is to be paid from the over ₦21 million surplus to be realised through this human resource plan.

ii) ₦2 MILLION REVOLVING FUND FOR STAFF CANTEEN. The sum of ₦2 million is recommended as a revolving fund for the establishment of subsidised self service canteens to be run in all the 30 state offices including the Abuja office.

iii) HOUSING ALLOWANCE. Housing allowance to all staff should be paid upfront at the beginning of the year to enable staff pay for the 12 months rent advance demanded by Landlords.

iv) MEDICAL EXPENSES. It is recommended that any medical treatment above ₦2,000 be referred to the Headquarters for immediate settlement. This is to reduce the pressure on medical votes sent to the state offices.

v) STAFF WELFARE BUSES. From the surplus N21.7 million to be realised by this human resource plan, N2 million is recommended to be released to all state offices including Abuja to repair their broken down Kombi Volkswagen buses. This is to help convey workers to and fro their offices.

vi) TRAINING AND STAFF DEVELOPMENT. The 31 junior officers to be redeployed to the Audit Department should be sent to a nearby polytechnic for a 12 month training. From time to time, staff should be released to go on in service training. The selection of employees should be based on seniority and the need of the job, person & the organisation.

vii) REDEPLOYMENT, RETIREMENT, RECRUITMENT AND PROMOTION. A committee to comprise of officers of the personnel department should be appointed to render expert advice to management on issues touching on redeployment, retirement, recruitment, placement and promotion.

It is recommended that the loans coordination branch and Inspectorate department be close down and the 460 redundant staff be retrenched. 15 typists and 31 junior staff out of the 460 redundant staff to be retrenched should be redeployed to the personnel department and Audit units respectively. Also, 19 out of the 81 redundant staff in the special public works department are to be redeployed to Agric dept, National Open Apprenticeship dept, small scale Enterpreneurship dept, Women Employment Branch and International Collaboration Branch

(as shown in Table 5.12).

It is also recommended that one (1) Assistant Director, 30 Finance Officer I and 16 Senior Audit Assistants be promoted to the posts of Deputy Director, Senior Finance Officers and Principal Audit Assistants respectively.

The Redeployment, retirement, recruitment, placement and promotion committee should put the machinery in motion for the recruitment, selection and placement of 45 typists and 15 Internal Auditor II.

Conclusively, to achieve organisational objectives and human resource policies/objectives which are currently geared towards personnel cost reduction, human resource plans must be conscientiously followed. If personnel costs are to be kept at its bearest minimum/optimum level, the procedures and steps set out in this plan proposal and the recommendations given above should be pursued/implemented with all vigor. Finally, management and personnel management department should study the proceedures and steps set out in this human resource plan and should implement them using the blue print given in step 4 (control and evaluation) as a means of ensuring plan compliance. In doing so an attempt must be made to adjust with prevailing changes in the environment from time to time.

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APPENDIX 1

QUESTIONNAIRE

Please answer each question to the best of your ability by placing a check mark (tick (✔) in the appropriate blank or by filling in the blank spaces with the required information.

1. Department:----------

2. Age:---------- (3) Sex: Male [ ] Female [ ]

4. Marital Status: Single [ ] Married [ ]

5. What is your present salary Grade level? ----------

6. What is your present rank or Job tittle? ----------

7. How long have you been in your present position?

---

8. How long have you been in your present employment?

---

9. Less than 3 years [ ] 3-6 years [ ] 7-10 years [ ] over 10 years [ ]

10. Did your work else where before joining your present employer? Yes [ ] No [ ]

11. If yes, for how long and in what capacity?----------

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12. Your highest Educational Qualification:

WASC/GCE O/L	[ ]
HSC/GCE or IJMB A/L	[ ]
OND	[ ]
HND	[ ]
Degree	[ ]

Others (please specify):----------

13. Do you like your present job? Yes [ ] No [ ]

14. If no, why? Because it:

a) does not interest me [ ]
b) does not fit my present qualification [ ]
c) does not pay well [ ]
d) other reasons (specify):----------

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15. If your answer to question 12 is no, what is your next line of action? I will:

a) develope interest in my present job [ ]
b) switch to another job within the organisation [ ]
c) retrain in other fields within the organisation [ ]
d) look elsewhere [ ]
e) others (please specify):----------

---

16. How many are you in your department? ----------

17. How are your skills/abilities currently utilised?

a) Over-utilised [ ]
b) averagely utilised [ ]
c) poorly utilised [ ]
d) not utilised at all [ ]

18. If your answer to question 17 above is (a), how many extra hands do you need to help you and others perform your work well?

---

19. If your answer to question 17 above is either (c) or (d), what is the ideal number needed to work in your department?

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20. Have you ever been trained by your present employers?

Yes [ ] No [ ]

If Yes, what kind of training did you receive?

a) Induction [ ]
b) On-the-job training [ ]
c) Off the job training [ ]
d) Workshops and Seminars [ ]

21. What type of training would you recommend for your organisation?

a) On-the-job training [ ]
b) Unconditional study leave without pay [ ]
c) Conditional study leave with pay [ ]

22. What selection criterion should be used for employees who went to go on training?

a) Seniority [ ]
b) Need of the organisation [ ]
c) Need of the employee [ ]

23. How is your meal subsidy paid?

a) Luncheon Vouchers [ ]
b) Provision of meal during official hours [ ]
c) Paid with salaries [ ]

d) Others (specify):----------

---

24. Is your salary commensurate to your work?

Yes [ ] No [ ]

25. List in order of preference the following fringe benefits:

Housing, Transport, Medical, Health, Insurance, Cafeteria Service.

1) ---------- 2) ----------

3) ---------- 4) ----------

5) ---------- 6) ----------