

1 - Workforce Planning based on Trends

Notes:

- **FTE** - Full-time equivalent (the equivalent of an employee who works standard 8 working hours)
- **# Sales (FTE)** - number of FTE in the Sales department
- **# Others (FTE)** - number of FTE in Support departments (IT, financial department, etc.)
- **# Mgr (FTE)** - number of FTE for managerial positions
- **Revenue/#Sales FTE (T euro) = Productivity** -- the productivity of the Sales specialist -- the number of sales in T euros per each Sales FTE (Average number is calculated based on the previous years 2015, 2016, 2017).
- **Ratio # Other (FTE)/ # Sales (FTE)** -- the number of FTE in supporting departments needed to support the work of each FTE in the Sales department (for example, if the ratio is 0.4, it means that for every 10 sales specialises we need 4 supporting employees). (Average number is calculated based on the previous years 2015, 2016, 2017).
- **The span of control** -- the number of FTE managed by 1 manager FTE (for example, if the Span of control is 11, it means that each 1 manager is responsible for 11 specialists). (Average number is calculated based on the previous years 2015, 2016, 2017)

Task: The advertising agency is planning to increase its revenue in 2018 by approximately 10% up to 17550 T euro. Consider the following information for the upcoming 2018 planning:

- Revenues per # Sale FTE at the average level.
- The proportion of Others/FTE is at the average level.
- Span of Control at the level of the year 2016.

Year	Revenue (T euro)	# Sales (FTE*)	Revenues/ # Sales FTE (T euro)	# Others (FTE)	# Total (FTE)	# Mgr (FTE)	Ratio #Other (FTE)/ #Sales (FTE)	Span of Control
2015	13000	54	240	21	75	7	0.39	10.71
2016	14500	60	240	23	83	7	0.38	11.86
2017	16200	68	240	27	95	10	0.4	9.5
2018	17550	73.13 (2) ?	240 (1) ?	28.52 (3)?	101.64 (4) ?	8.57 (5) ?	0.39 (1 ?)	11.86 (1)?
Demand		5.13 (6) ?		1.52 (7)?		-1.43 (8)?		
Average Annual Revenue Growth (%)					11	%		
Average Revenue/# Sales FTE (T euro)					240			
Average Ratio #Other FTE/ #Sales FTE					0.39			
Average Span of Control					11			

(1) - given (2) - based on the planned revenues and sales specialist productivity (3) - based on sales FTE and Ratio Others/Sales (4) - both sales and others (5) - given (5) - based on the span of control (manager is responsible for both sales and others (6) - new hired Sales FTE (7)- newly hired Others FTE (8)- new hired Manager FTE

HR planning and Job Analysis

Q1.1 What does it mean **Ration Others (FTE) / Sales (FTE) = 0.4**? What does it mean **Span of Control =11.86**?

Q1.2 What is the total demand for all types of employees (in FTE) in the 2018 year?

- Sales specialists (in FTE)
- Other specialists (in FTE)
- Managers (in FTE)

Q1.3. How many new hired employees (in FTE) will the company need in 2018?

- Sales specialists (in FTE)
- Other specialists (in FTE)
- Managers (in FTE)

Q1.4. For which organizations can it be useful/possible to apply Trend analysis for HR planning.

Decision-making

NOTE!

- 1 FTE=8 working hours; 1 FTE = 1 full-time worker BUT, not always; 1 FTE can 2 part-time workers, each works 4 hours, so 8 hours in total
- The company can hire part-time employees (4 working hours), but not managers. The manager works 8 hours.

Q1.5. Suggest the required number of new-hired employees (Sales, Others, Managers) and their working hours (flexible, part-time, full-time, overwork? Why?

Consider 2 situations.

- **Situation A** (Prospector company): take risks, apply layoffs or downsizing measures, “buy skills” (applies external hiring)

	Demand, employees/people		Sales		Others		Managers
A	New-hired employees						

- **Situation B** (Defender company): the company tries to avoid risks, aim for efficiency and cost reduction, avoid firing people, “make skills” (applies internal hiring and rehiring HR practices)

	Demand, employees/people		Sales		Others		Managers
B	New-hired employees						

Q1.6 Build an organizational structure

2- Planning Based on Tasks

- **Core tasks** are the main activities done by the workers
- **Additional tasks** - extra time needed for breaks, administration, and other extra activities which each worker together with the main tasks (normally are calculated as the % from the “core tasks”.
- **Total tasks** -- the total amount of time spent for both core and additional tasks.
- **Duration/ Task, min** -- the duration of 1 task in minutes
- **Total Duration, h** -- the total duration of 1 type of task in hours

TASK: Calculate the missing numbers in the table. Consider the following information per 1 day of work:

- Pizzeria works 12 hours per day; (1 FTE = 8 working hours)
- **Job-related tasks:**
 - Cook (prepare pizza)
 - Waitress (prepare table, take the order, chat, billing)
 - Barmen (Prepare drink)

Assumptions	#	Tasks		Number of Tasks	Duration/ Task, min	Total Duration, h
		Core Tasks				41.66 (2) ?
Guests/Day	300	Prepare Table	1/Table	100	2	3,33
Guest/Table	3	Take order	1/Table	100	3	5,00
Tables/Day	100	Prepare Pizza	1/Guest	300	4min	20 hours (1) ?
		Billing	1/Table	100	3	5,00
		Chat	1/Table	100	2	3,33
Drinks per Guest	2	Prepare Drinks		600	0,5	5,00
		Additional Tasks		20,00%		8.33 (3) ?
		Total Tasks				50 h (4) ?

(1) - total duration of all “Prepare pizza” tasks, (2) - the total duration of all core tasks (3) - the total duration of all additional tasks, (4) - the Total duration of all tasks (Core and Additional Tasks)

HR planning and Job Analysis

Q2.1. What is the total workforce demand in a pizzeria in FTE?

- **total workforce demand (FTE)**

Q2.2. Calculate FTE demand for each job position (cook, waitress, barmen)?

- cook (FTE)
- waitress (FTE)
- barmen (FTE)

Q2.3. For which organizations can it be useful/possible to apply Task analysis for HR planning.

Decision-making

NOTE! The following core jobs are considered (based on the list of tasks and analogy with similar businesses):

- cook, waitress, barmen
- the pizzeria is open 15 hours
- rush hours (lunch 12.00-16.00 and dinner 18.00- 22.00)
- **Task Duration (including add.tasks), FTE = total duration hours*%of add. tasks/ 8 (1 FTE= 8 hours)**

Q2.4. Make a job analysis for a pizzeria (suggest the tasks for main jobs: cook, waitress, barmen). Which support jobs will be needed (accountant, HRM manager, etc.)? Calculate the required number of employees for each job. Suggest on the working hours' organization (part-time, full-time) and job design (job sharing, rotation, enrichment, simplification). Explain your decisions.

Q2.5. Build an organizational structure.

Table - Job analysis and design.

Job positions	Tasks	Number of employees	Working hours (full-time, part-time)	Job design (job sharing, rotation, enrichment, simplification)
Main				
• • •				
Support				
• • •				
Manager				

3- Leading indicators

Q3. In which situation it can be useful for the company to use “Leading indicators” for HR planning? Why? Give an example of the company type.

4- Conclusions by analogy

Q4. When is it possible to make HR planning based on the “Conclusions by analogy”?

Job description 1

Job Title: Service and Safety Supervisor

DIVISION: Plastics

DEPARTMENT: Manufacturing

SOURCE(S): John Doe

WAGE CATEGORY: Exempt

JOB ANALYST: John Smith

VERIFIED BY: Bill Johnson

DATE ANALYZED: 12/26/11

DATE VERIFIED: 1/5/12

Job Summary

The SERVICE AND SAFETY SUPERVISOR works under the direction of the IMPREGNATING & LAMINATING MANAGER: **schedules** labor pool employees; **supervises** the work of gardeners, cleaners, waste disposal, and plant security personnel; **coordinates** plant safety programs; **maintains** daily records on personnel, equipment, and scrap.

Job Duties and Responsibilities

1. **Schedules** labor employees to provide relief personnel for all manufacturing departments; **prepares** assignment schedules and **assigns** individuals to departments based on routine as well as special needs in order to maintain adequate labor levels through the plant; **notifies** Industrial Relations Department weekly about vacation and layoff status of labor pool employees, contractual disputes, and other employment-related developments.
2. **Supervises** the work of gardeners, cleaners, waste disposal, and plant security personnel; **plans** yard, cleanup, and security activities based on weekly determination of needs; **assigns** tasks and responsibilities to employees on a daily basis; **monitors** progress or status of assigned tasks; **disciplines** employees.
3. **Coordinates** plant safety programs; **teaches** basic first-aid procedures to security, supervisory, and lease personnel in order to maintain adequate coverage of medical emergencies; **trains** employees in fire fighting and hazardous materials handling procedures; **verifies** plant compliance with new or changing OSHA regulations; **represents** division during company-wide safety programs and meetings.
4. **Maintains** daily records on personnel, equipment, and scrap; **reports** amount of waste and scrap to cost accounting department; **updates** personnel records as necessary; **reviews** maintenance checklists for towmotors.
5. **Performs** other miscellaneous duties as assigned.

Job Requirements

1. Ability to apply basic principles and techniques of supervision.
 - a. Knowledge of principles and techniques of supervision.
 - b. Ability to plan and organize the activities of others.
 - c. Ability to get ideas accepted and to guide a group or individual to accomplish the task.
 - d. Ability to modify leadership style and management approach to reach goal.
2. Ability to express ideas clearly both in written and oral communications.
3. Knowledge of current Red Cross first-aid operations.
4. Knowledge of OSHA regulations as they affect plant operations.
5. Knowledge of labor pool jobs, company policies, and labor contracts.

Minimum Qualifications

Twelve years of general education or equivalent; one year supervisory experience; and first-aid instructor's certification.

OR

Substitute 45 hours classroom supervisory training for supervisory experience.

Job description 2

Job Title: Supervisor

DIVISION: Plastics

DEPARTMENT: Manufacturing

SOURCE(S): John Doe, S. Lee

WAGE CATEGORY: Exempt

JOB ANALYST: John Smith

VERIFIED BY: Bill Johnson

DATE ANALYZED: 12/26/11

DATE VERIFIED: 1/5/12

Job Summary

The SUPERVISOR works under the direction of the MANAGER: **plans** goals; **supervises** the work of employees; **develops** employees with feedback and coaching; **maintains** accurate records; **coordinates** with others to achieve optimal use of organizational resources.

Job Duties and Responsibilities

1. **Plans** goals and allocates resources to achieve them; **monitors** progress toward objectives and adjusts plans as necessary to reach them; **allocates** and **schedules** resources to assure their availability according to priority.
2. **Supervises** the work of employees; **provides** clear instructions and explanations to employees when giving assignments; **schedules** and assigns work among employees for maximum efficiency; **monitors** employees' performance in order to achieve assigned objectives.
3. **Develops** employees through direct performance feedback and job coaching; **conducts** performance appraisals with each employee on a regular basis; **provides** employees with praise and recognition when performance is excellent; **corrects** employees promptly when their performance fails to meet expected performance levels.
4. **Maintains** accurate records and documents actions; **processes** paper work on a timely basis, and with close attention to details; **documents** important aspects of decisions and actions.
5. **Coordinates** with others to achieve the optimal use of organizational resources; **maintains** good working relationships with colleagues in other organizational units; **represents** others in unit during division or corporate-wide meetings.

Job Requirements

1. Ability to apply basic principles and techniques of supervision.
 - a. Knowledge of principles and techniques of supervision.
 - b. Ability to plan and organize the activities of others.
 - c. Ability to get ideas accepted and to guide a group or individual to accomplish the task.
 - d. Ability to modify leadership style and management approach to reach goal.
2. Ability to express ideas clearly in both written and oral communications.

Minimum Qualifications

Twelve years of general education or equivalent; and one year supervisory experience.

OR

Substitute 45 hours classroom supervisory training for supervisory experience.

Q5. Which parts are common in both Job descriptions? *Name 5 common parts

Q6. Which one out of two is more general and which one is more specific? For which type of organizational structure (hierarchical or flat) is it more suitable a general job description and for which one a specific one? Which job description will be applied by Prospectors and which one by Defenders?

<i>underline correct</i>			
Job description 1	General/Specific	Flat/Hierarchical	Prospector/Defender
Job description 2	General/Specific	Flat/Hierarchical	Prospector/Defender