

Policy - Process – Procedure



POLICY TITLE : MANPOWER BUDGET
POLICY NO. : CO 13.9
REVISION NO. : 00
ENTITY : CORPORATE / GROUP
DOCUMENT OWNER : CORPORATE HR

REV NO.	DESCRIPTION OF CHANGE	ORIGINATOR	RELEASE DATE
00	First release	CORPORATE HR	28 Aug 2023

1.0 OBJECTIVE

- 1.1 To establish guidelines to plan for the appropriate type and employee headcount(s) based on the forecast of the upcoming year's business volume, to the best of ability, avoiding the possibilities of over or understaffing.

2.0 DEFINITION

- 2.1 Executive Director - ED
- 2.2 Head of Department – HOD
- 2.3 Country General Manager – CGM
- 2.4 Corporate Human Resources – Corp HR
- 2.5 Country Human Resources Manager - CHRM

3.0 POLICY DESCRIPTION

3.1 Manpower Forecasting and Budgeting

3.1.1. All HODs shall set manpower budget for their respective departments for the upcoming year by the last quarter of each year. Manpower budget set should be based on the business objectives for the upcoming year.

3.1.2. Manpower forecasting and budgeting exercise shall be conducted annually in the last quarter of each year. Considerations for determining manpower requirements may include:

- i. Volume and complexity of current activities / projects, with existing manhours required.
- ii. Volume and complexity of upcoming activities / projects, with estimated manhours required.
- iii. Forecasted staff turnover through resignation, transfer, etc. in the upcoming year.
- iv. Number of people to recruit, redeploy, train and promote in the upcoming year
- v. Possibility of job enlargement for existing workers
- vi. Possibility of enhanced productivity through job simplification or automation

3.2 Types of manpower

- i. Full-time
- ii. Part-time
- iii. Temporary
- iv. Contract
- v. Casual
- vi. Leased employee

4.0 PROCEDURE

- 4.1 HODs will work on the budget headcount after considerations made in 3.1.2. and to be shared with respective HR, after approval of headcount by CGM (Country) and ED (Corporate Office).

- 4.2 Corp HR/CHRM shall determine the estimated cost of the budgeted manpower requirements. Cost of the following may be factored in:
 - i. Existing employment cost
 - ii. Estimated salary adjustments (increments / reduction)
 - iii. Increase in salaries (includes cost of wages and benefits such as insurance, mandatory government contribution, etc) due to increase in headcount or changes in government regulations
 - iv. Targeted variable bonus
 - v. Potential changes in the salary structure
- 4.3 CGM shall put up budgeted headcount / total manpower expenses for Cluster Head's approval by 1 October each year.
- 4.4 All budgeted headcount / total manpower expenses shall be reviewed and approved by Cluster Head by 31 October.
- 4.5 Country approved numbers / manpower expenses to be submitted to Corporate Office for use by Corp HR / Finance for forecasting/budgeting purposes by mid-November.
- 4.6 For new projects, manpower plans must be worked out and approved at least two (2) calendar months before commencement of the project.
- 4.3 After the manpower plan is approved, HODs shall work with respective HRs to fulfill the manpower requirements.
- 4.4 Manpower Budget Adjustments
 - 4.5.1 Should there be a need to increase manpower budget for Corporate within the year, respective HODs shall raise a manpower requisition to Corp HR. Such requests shall be subject to Head, Group HR and ED's final approval.
 - 4.4.2 Should there be a need to increase manpower budget for Country within the year, respective HODs shall justify the need for additional manning for each project / site. Such requests shall be subject to the CGM and Cluster Head's final approval for up to Manager level. For Senior Manager and above, CGM, Cluster Head and Head, Group HR's final approval is required.

5 ATTACHMENTS / REFERENCE

- 5.3 Manpower Manning Budget Template
- 5.4 Manpower Requisition Form
- 5.5 Recruitment Quality Procedure