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MANPOWER MANAGEMENT  
IN THE COOPERATIVES  
OF SRI LANKA

- A REVIEW -

W. U. HERATH

DIRECTOR:

COOPERATIVE TEACHERS

TRAINING PROJECT

SRI LANKA

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A R E V I E W

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MANPOWER MANAGEMENT IN  
THE COOPERATIVES OF SRI LANKA

A R E W I E W

INTRODUCTION

The ideology of Cooperation believes that labour is more important than capital. The Cooperative Movement was advocated by the people who believed in the supremacy of human beings, their quality and uniqueness. They also believed in a world of brotherhood and justice. Robert Owen tried to create such a community in his own country. The Cooperators were the first who introduced worker participation in management and sharing benefits long before the capitalist companies introduced such a principle. In short, the Cooperative Movement started with the working class movement.

With this background it should be possible to provide equal status to employees or workers of the Cooperatives to find their work satisfaction and individual development within the Cooperative Sector. It should also be possible to integrate organisational interests with individual interests for more economic and social achievements in a Cooperative Organization provided the principles are practiced properly.

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ABBREVIATIONS: CEC Cooperative Employees Commission  
NCC National Cooperative Council of Sri Lanka  
CMSC Cooperative Management Services Centre.  
CCD & RCS Commissioner of Cooperative Development & Registrar of Cooperative Society.

Managers are concerned about financial, and product planning but not as much about human resources planning & development. However, it has become more important now with more emphasis on human behaviour and social awareness. Human element has outrun the machine element after behaviourist's theories came into existence.

However, this does not mean that the subject of Manpower Management is isolated from the total Management process. It is an integrated component of a total Management System.

The subject of Manpower planning an even Manpower Management has a quantitative bias and statistical approach in practice. Therefore, it is necessary to emphasise that the subject would be discussed on the basis of the involvement of human participation in managing and developing a Cooperative enterprise.

It is also assumed that the Manpower Management is an integral component of the total Management process.

The problem we have to deal with is how to manage the human resources keeping phase with the changes in the enterprenurial situation. The skills that are required to be utilized may also change with the other developments. The Cooperatives in Sri Lanka today has faced with this problem more than the scarcity of labour.

The objective Manpower Management or Human resources Management have been defined as to ensure the use of Manpower of an institution to the maximum efficiency in order to achieve the objectives of the organization while providing for material and psychological satisfacton for the staff members. The managers are the persons who manage human resources. Normally it is doen by the persons within the organisation. Any outsider or outside agency could play a limited role in Manpower Management other than participating as helpers. The subject would be handled with this hypothesis.

The presentation is done on the basis of micro level human resources Management. That is to say that the scope would be limited to the Cooperative Sector. National level or macro level human resources Management would be very much wider and some hat irrelevant here although it is one integrated subject which has many interdependent components influencing the human resources in the Cooperative Sector.

CONCEPT OF MANPOWER MANAGEMENT

Any comprehensive Manpower Management System should consist of .

- a. Manpower forecasting & Planning System.
- b. Manpower information (data) system.
- c. Manpower control & development system.

Manpower planning has been defined as bearing the right number and the right kind of people at the right place , and at the right time, doing things which result in maximum long term benefits for both the organisation and individuals. The subject has been subjected to various definitions but this definition, formulated on the basis of recent development in *the* field of behavioural science, lead to a more meaningful role of individual in the cooperative environment. The individuals increasingly demand this with *the* argument that they spend their *life* in the organisation. Manpower planning is essential to the health and growth of organisations. There are many models which have been tried in the field of Manpower planning. However, the common steps described in such models are:

1. The investigation stage which looks at the current Manpower in the organisations, its opportunities and problems, the external environment and working practices and the organisations financial and marketing intentions.
2. The forecasting stage which deals with demand for manpower and supply of that manpower.
3. The planning and controlling stage concerns with turning forecasts into personnel policies to recruit, train and develop. The Planning should be flexible and cohesive and the policies should be interrelated.
4. The utilisation stage concerned with the final achievement of organisational objectives which are measurable through costs, productivity or services to the customer.

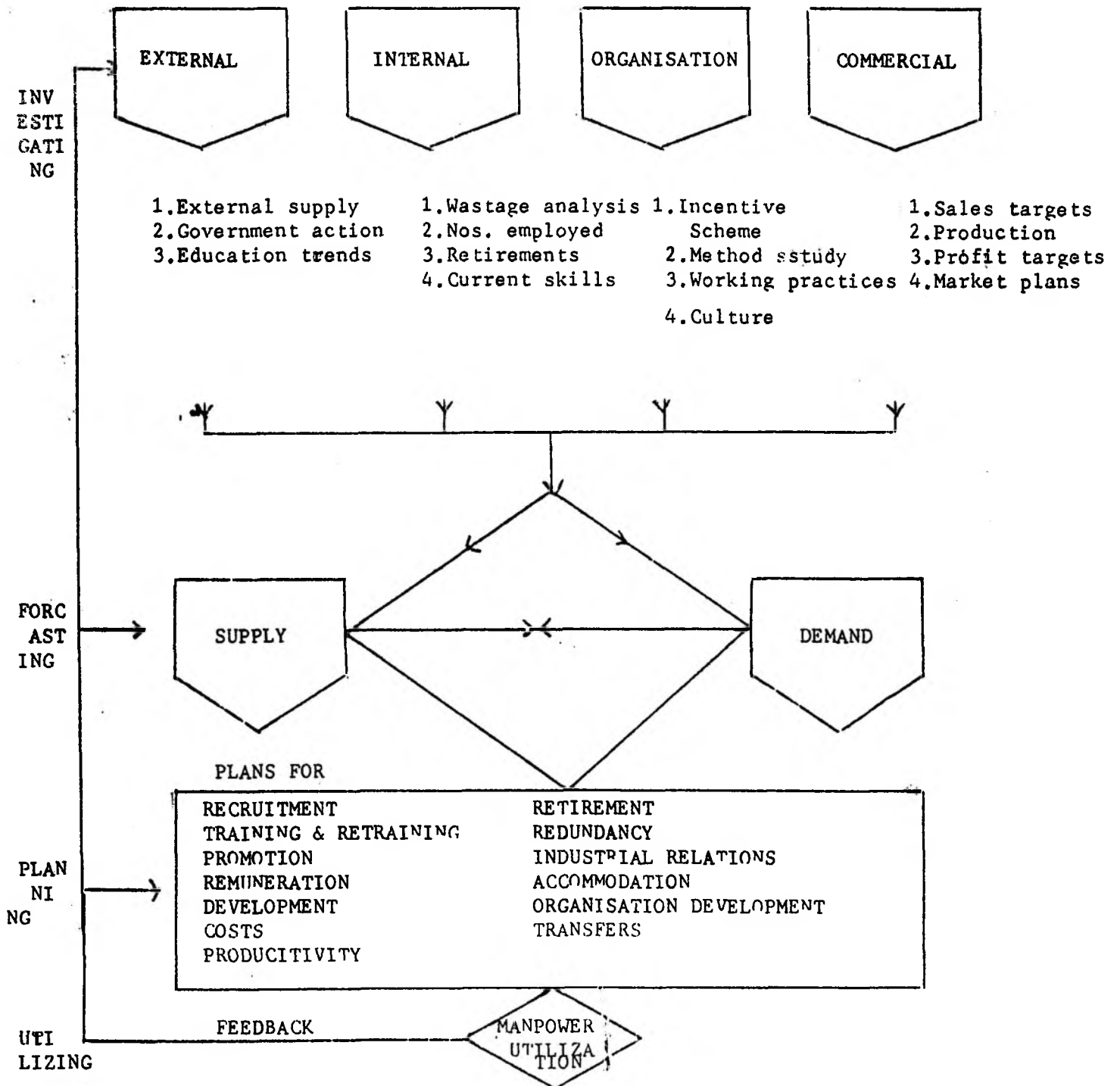
John Bramham has illustrated the planning and forecasting system as indicated in the figure:

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\* John Bramham - Practical Manpower Planning-Institute of Personnel Management London- 1978 P. 16



A FRAME WORK FOR MANPOWER PLANNING.



The Manpower information system is an integral component of the total manpower management process which is very much active in monitoring the process. The manpower management has become more complex due to many factors. The society and the company environment is changing rapidly which demands regular review of the manpower situation. Therefore, managers should have an efficient manpower information system in order to keep upto changes. He has to anticipate changing perspectives and problems.

Manpower information system should deal with two environments:

1. Internal environment
2. External environment

Internal environment deals with the situation with in the organisation where as external environment deals with the public education trends, labour market, unemployment, economic and political changes and marketing and financial information.

Comprehensive manpower development system involves several components.

1. Career planning & Development
2. Motivation.
3. Job enrichment.

The manpower planning looks at the planning from the organisations perspective and career planning from the individuals perspective. Manpower planning is a demographic process. Career planning involves programmes and actions which deal with an individuals needs, abilities, aspirations and goals in a competitive social and business system.

Manpower development involves the subject from apprenticeship or cadetship, on the job and job specialized training to training for supervisory and managerial grades with sufficient development opportunities in the employees structure. Any logical development should not only have training aspects but also career development opportunities for the individual according to his aspirations within the scope of the organisation.

The experience of Sri Lanka would be analysed with the above concepts.

HISTORICAL PERSPECTIVE OF  
MANPOWER MANAGEMENT IN SRI LANKA

Cooperative Development in Sri Lanka has been a slow process over a period of 75 years. It has been a simple village level small cooperative society. The Cooperative Movement for a long time did not face the complications of a large company with a big workforce. It remained a service organisation primarily. The societies were managed by voluntary members as a honorary service for a long time as in the case of Rochdale Pioneers Cooperative Society.

However, with the major responsibility given to Cooperatives in the National Development process in 1970, the whole Movement was subjected to a reorganisation in 1971-72. The complexity of staff Management was felt with the amalgamation of Cooperative Societies which resulted in sudden integration of hundreds of staff members in different levels. With the introduction of Cooperative Employees Commission in 1972 an attempt was made to introduce the Manpower Management to the Cooperative Sector which led to many controversies from the organisations as well as employees. The constitution of the Commission under a separate legislation replaced many of the Labour laws and labour regulations in the country. Even the Labour Tribunals were replaced by bodies set up under the Cooperative Employees Commission Act. The Cooperative Employees Commission took over the manpower management function from the base cooperative organisations.

A systematic approach to manpower planning and development was made after a survey undertaken in 1981 through a National Workshop on Cooperative Training Policy and standards in 1982.

Cooperative Development in Sri Lanka today depends very much on the efficient functioning of large Multi Purpose Cooperative Societies. With the introduction of free trade policies by the Government and withdrawal of rationing scheme which resulted in termination of monopolies enjoyed by the Cooperatives. The Cooperatives have to evolve a strategy of dealing with the new challenges. The analysis in the survey has shown that the inability to face the competition is mainly due to incompetence of the staff and the leadership more than the other external factors such as political and other influences. A survey conducted by the Peoples Bank in 1978 reveals the following facts:

FACTORS HINDERING DEVELOPMENT WORK OF  
COOPERATIVE SOCIETIES.

FACTORS	No. of General Managers who placed the respective factors in order of importance.			
	1	2	3	4
1. Inadequacy of capital	10	1	1	2
2. Lack of interests of members	9	11	3	-
3. Lack of qualified managers	8	6	7	2
4. Overstaffing	2	3	7	-
5. Shortage of goods	1	-	3	-
6. Legal problems	-	1	-	-
7. Risk & instability	-	-	1	-
8. Carelessness of board of management	1	-	-	-
9. Other factors	-	1	-	-*

The presentation would be done in the light of this back ground and on the basis of the concepts explained. Historical perspective cannot be forgotten in order to find logical and realistic strategy to deal with future demands. In a way it would justify the present gap between the reality and the challenge.

\* Cooperative Movement after reorganisation- Study paper  
Peoples Bank 1978

The Cooperative Movement in Sri Lanka started with Ralffaisen type small credit Cooperative Societies at the village which did not have any paid employee. These societies still continue with the same structure. At present the number of credit Cooperative Societies are 1315.

Professional Shop Managers job was introduced with Cooperative Stores Societies during IIInd world war. However, the by-law treated the honorary chairman of the Society as the chief executive due to which the Manager did not act as a business manager in the correct sense. Normally a person from the village was recruited for the job with a poor salary. Any education or vocational training was not considered as an important requirement. However, the appointment was on a more contract basis and it was approved by the Assistant Commissioner of Cooperative Development for a period of t one year at a time.

The Manager was everybody in the shop. The Committee was responsible for the business and sometimes delegated its powers to the Manager,

The system had to be regularised and this arrangement was embodied in the by-law of the MPCS giving powers to registrar to appoint or dismiss a manager or an administrative secretary. The objective was for the

Department of Cooperative Development to exercise a control over qualifications, recruitment procedures, and to safeguard the interest of employees from wrong dismissal. However, there were no unanimity on these procedures although it had effect on the unsatisfactory situation of the Cooperative employees. The total number of managers by 1970 (just before reorganisation) was 6582 and the total number of Cooperative Employees were 22797.\*

However, the salary structure of the employees was far from satisfaction in comparison to government or private sectors. There were no logical career development system or accepted manpower management practices. The School of Cooperation made a head way in trying to develop the employees by conducting a Diploma Course on Cooperative Accounting and Management in nineteen fifties but gradually dropped it due to lack of response by the candidates and the cooperatives. The training was not integrated into a career development programme in the societies. The societies could not afford to release the employees for training. These courses were replaced by another 3 regular courses by mid fifties which were aimed at educating employees at 3 levels:

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\* Administrative Report of the Registrar of Cooperative Societies 1970



Course	Level
Cooperative Employees Junior Level Certificate Course	Operative
Cooperative Employees Ordinary Level Certificate course	Supervisory
Cooperative Employees Higher Level Certificate Course	Managerial.

These courses were not integrated to the employees career progression or career prospects. However, this position was corrected when the Cooperative Employees Commission was formed in 1972. Until then the societies had the option to ignore the cooperative education the employees received. The influence over the societies by the Cooperative Department was not so effective in this respect.

Salary structure of Cooperative employees was a reflection of the scale of operations all the time. It had various types of scales depending on the turnover of the organisations. The cooperative service was insecure as the committees did not follow any procedures other than normal labour regulations in the country. The cooperative sector enjoyed special status with the Government more than

private sector all the time due to which the employees did not have much voice in their conditions. Therefore, the societies had unfavourable conditions for the employees. The only security the employees had was the compulsory employees provident fund constituted under the labour laws. The Department of Cooperative Development too had a limited say when it came to the dismissal of an employee.

There were few motivational factors observed in the societies before the re-organisation of cooperatives. Payment of bonus was possible under the by-laws of the MPCs but very few societies were able to do it. 49.3% of the main types of Cooperatives including the MPCs were running at a loss at that time.\*

Many alternative constraints prevailed for employees including arbitration procedures, disciplinary procedures and even securities to be paid. This resulted in less productivity, lethargy and management inefficiency.

There was no need to introduce a micro level manpower planning and development systems due to the very uncertainty of small cooperatives and also due to the availability of unemployed labour force who have gone through secondary school although they were unskilled.

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\* Reorganisation of Cooperative Societies- A pamphlet issued by the Dept. of Cooperative Development.

25% of the total labour force were unemployed. Another reason was that the Cooperatives were not growing enough in a free economy and also employing monopolies on the rationing scheme of the country. Major portion of the business was under Government subsidy.

The change of Government after 1970 general elections brought in radical changes in the National Development policies, Political philosophy of the Government was bent towards socialist ideas. The throne speech spelled out the policies in clear terms. The Government was to depend on the Cooperative Organisations for carrying out development plans in the agricultural, industrial, fisheries sectors in the production side.\* The Cooperatives were to be the main consumer service for the country. Eventually they were to become development agents in the first five years plan of the Government, which was the first attempt was made to introduce macro level central planning for the national development. Government Machinery was set up under the central planning commission giving targets and demarcating definite roles to the public, private and cooperative sector .

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\* The throne speech- 1970. Hansard of the Parliament.

The Cooperative Movement was unable to play the major role over the private sector as expected, if it was not given sufficient strength by reorganising it. A Royal Commission headed by late Dr. AF Laidlaw appointed by the previous Government undertook a comprehensive review of the movement and submitted their recommendations for a stronger movement by having large viable cooperative societies in place of small village level cooperative societies.

The Royal Commission made specific recommendations to amalgamate uneconomic Cooperatives to become large primaries; more powers to the Movement for de-officialisation; and to bring about professionalisation of management.

The Commission made recommendations to organise a unified Cooperative Employees Service. They recommended a central Cooperative Employees Service Board with district branches to regulate and upgrade the conditions of employment in the Cooperative Movement. They too recommended changes in the training structure in order to introduce more job specific training with career development prospects. However, there were no specific recommendations on manpower information system or manpower planning. The Board they suggested was not as the same when it was set up as the Cooperative Employees Commission

in 1972. The proposal by some organisations was to set up an organisation similar to the local Government service commission which should undertake recruitment, determination of terms and conditions of service, disciplinary control etc. The commission felt that there should be a more organic and personal link between the Cooperative Society and the employees. They said "Cooperative Societies are always in a process of change and development and employees of a cooperative society have a major share in building up a society. In some cases the major duty of the employees is to start from scratch and gradually develop our organisation with due regard to Cooperative principles and practices. The task of an employee of a Cooperative Society is one which should give him immense satisfaction and a sense of achievement if he has made his proper contribution to the development of his society."\*

The proposed Ceylon Cooperative Employees Services Board was not only to function as a central authority who formulates guidelines for recruitment, disciplinary procedures etc., but also to function as a recruitment agency for the Cooperatives. It was to operate a separate provident fund for employees. They were also to advise on promotions consequently to undertake performance appraisals.

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\* The report of the Commission on the Cooperative Movement in Ceylon Govt. of Ceylon- Sessional papers

However, the Cooperative Employees Commission formed in 1972 under a separate act of Parliament slightly deviated from the recommendations given by the Royal Commission. The constitution and the legal structure of the new Cooperative Employees Commission (CEC) was very much similar to that of Tanzania. It has also drawn experience from the local Government service commission of Sri Lanka and in some way resemble the Public Service Commission.

The powers of the Commission are as follows:

- 1) The Commission shall have the following powers:
  - a) To determine all matters relating to methods of recruitment to, and conditions of employment of employees of Cooperative Societies, and the principles to be followed by such societies in making appointments and in making promotions from one post in a Cooperative Society to another post in the same society.
  - b) To conduct examinations for recruitment as employees of Cooperative Societies or to appoint boards of examiners for the purpose of conducting such examinations and to charge fees from candidates presenting themselves for examinations.

- c) To determine the qualifications necessary for appointment to any such post, to fix the scales of salaries to be attached to any such post or posts in any class or grade, to revise or adjust such scales of salaries from time to time, in consultation with the Commissioner and to establish such Cooperative machinery as the Commission may deem necessary to assist in the determining the remuneration and conditions of service of Cooperative Employees.
  
- d) To require Cooperative Societies to pay salaries in accordance with the salary fixed by the Commission of any post or posts in any class or grade.
  
- e) To determine the procedure or procedures to be followed by an Cooperative Society in exercising its rights of disciplinary action against its employees, to call upon any Cooperative Society to complete disciplinary inquiries against its employees within a time stipulated by the Commission, and to hear appeals arising out of any disciplinary orders made by one Cooperative Society;

- f) To call upon any Cooperative Society to keep the prescribed records relating to employees of that society.
- g) To call upon any Cooperative Society to furnish before a specified date such files, other documents or information as the Commission may require in respect of any employee of that society.
- h) To nominate a panel or panels of officers to make such inquiries as are necessary on appeals that are referred by the Commission to such panel or report thereon to the Commission.
- i) To require any Cooperative Society to carry out such instructions, including instructions relating to reinstatement, as may be given by the Commission in regard to any employee of such society, where the conduct of the employee has been the subject of an inquiry and the employee had appealed to the Commission against the decision of the society;
- j) To determine the general principles in accordance with which gratuity or other benefits may be granted to employees on the termination of their services;



- k) To advise the Minister, in consultation with the Commissioner, in regard to the exemption of any Cooperative Society or class of Cooperative Societies from the operation of this act.
  
- l) To exercise such other powers in relation to Cooperative Societies and their employees as may be vested in the Commission by order made by the Minister and published in the Gazette.\*

COOPERATIVE EMPLOYEES COMMISSION

VIS-A-VIS MANPOWER MANAGEMENT

In the absence of micro-level Manpower planning and development in the country it is important to have alternative ways of providing that service through central bodies. Various countries have established such bodies to help the private as well as public organisations. However, such institutions are more bent on giving guide lines for personnel policies and helping the organisations to maintain their competent staff.

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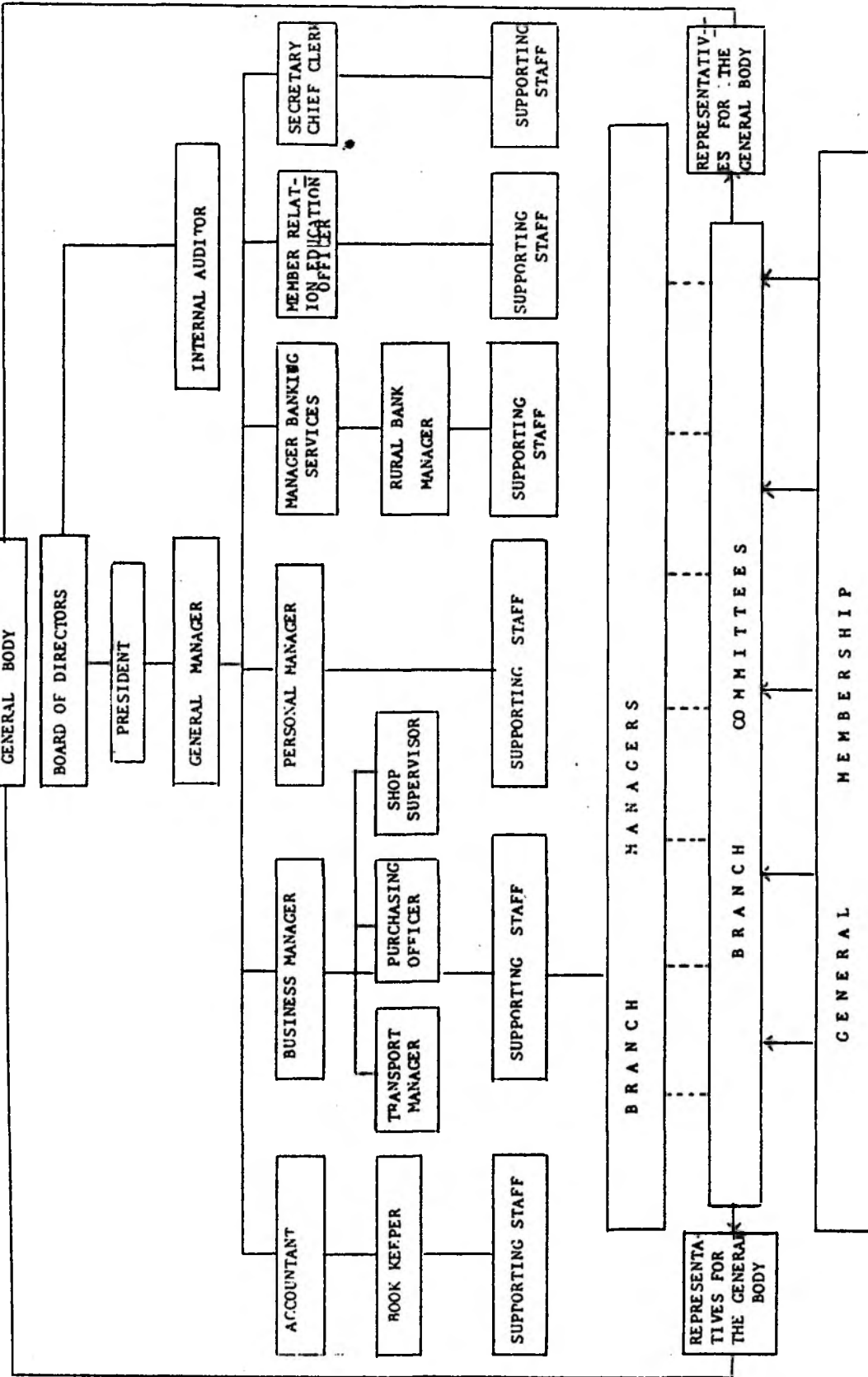
\* Cooperative Employees Commission Act No. 12 of 1972  
Parliament of Ceylon.

The Cooperative Employees Commission of Sri Lanka was constituted at a time when there was no manpower Management in the Cooperative Sector. There was a need not only to reduce anomalies in the salary structures recruitment and promotional procedures, but also to strengthen the Management competency of the newly formed large Multipurpose Cooperative Societies (MPCS)

Each MPCS at least had around 150 employees when they started. An elaborate Management structure was created with top management, middle management and other grades. (See the chart). This meant that there should be a proper personnel policy; career planning and career development for the employees. The Department of Cooperative Development was not geared to undertake such a task under its legislations. Therefore, the formation of the Cooperative Employees Commission was well justified.

There are some important features in the CEC Act, which influence the Management of staff in C cooperative Societies:

ORGANIZATIONAL STRUCTURE OF A MULTIPURPOSE COOPERATIVE SOCIETY.



1. The Commission enjoys powers in the determination of methods of recruitment, conditions of employment, principles to be followed in making appointments and promoting persons.
2. The Commission could conduct examinations for recruitment.
3. The Commission could determine the qualifications necessary for appointments and fix salary scales.
4. The Commission could manage the disciplinary procedure.
5. The Commission has powers of a labour tribunal on such matters as dismissal, reinstatement and deciding on compensation.
6. The Commission could effect transfer of employees from one society to another society.

However, the important characteristic of the commission is that although it administers the employment procedures the cooperative society becomes the employer. The arrangement has the possibility of creating contradictions.

In addition, the CEC Act provides for powers to the Commissioner of Cooperative Development to grade the Cooperative Societies for the propose of fixing scales of salaries and determine the grades or classes of the employees to be engaged in the society.

However, the C cooperatives are given freedom to employ experts, daily paid employees and employees on piece rate basis.

The industrial disputes act has been prevented from application in the Cooperative Societies.

The Cooperatives are expected to maintain in respect of every one of its employees the prescribed registers or records and enter therein all such particulars relating to each such employee may be prescribed. They are also expected to furnish returns or reports relating to its employees to the Commission.

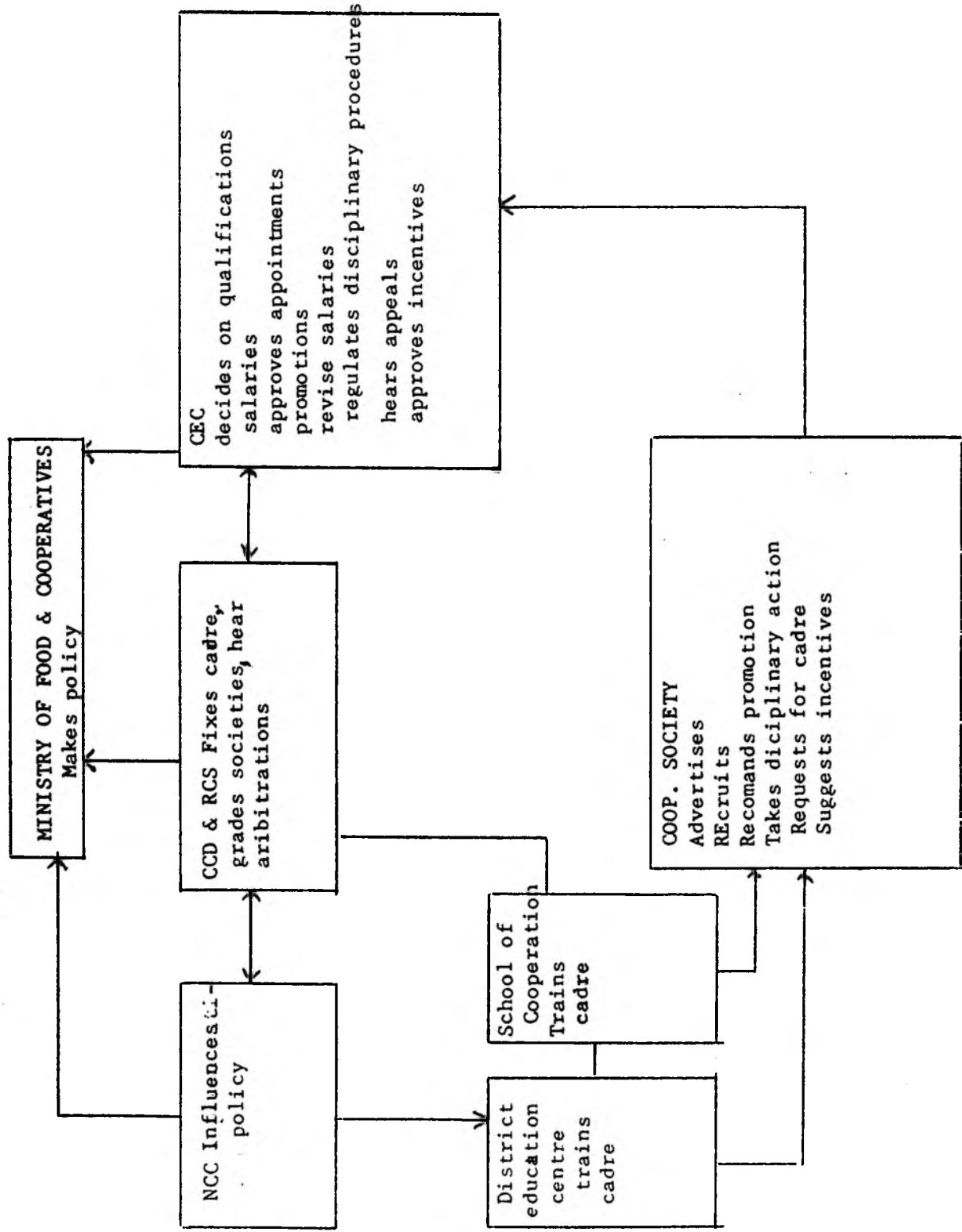
The Commission is appointed by the Hon. Minister in charge of cooperatives. However, any employee or past employee of a cooperative society or a member of a trade union within the cooperative sector or an office of a cooperative society and a member of parliament could not be appointed as a member of the Commission.

The Peoples Bank survey on the impact on reorganisation has assessed impressions of the Coop. employees on the activities of the Cooperative Employees Commission. The Employees participated in the survey re-acted as follows

Service Conditions After the Appointment  
of Cooperative Services Commission

Aspect	Improved/ Became systematic	No. Change/ unsystematic.
Salaries	82	26
Scheme of promotions	77	186
Welfare facilities	162	87
Discipline	152	95

STRUCTURE OF COOPERATIVE MANPOWER MANAGEMENT IN SRI LANKA



- CEC - Cooperative Employees Commission
- NCC - National Cooperative Council of Sri Lanka
- CCD & RCS - Commissioner of Cooperative Development & Registrar of Cooperative Societies.

The survey also highlighted the impressions of the employees subjected to survey as follows:

Service conditions after the reorganisation according to the views of employees.

Service conditions	No.	Percentage
Better	157	59.9
No change	78	29.8
worse	27	10.3
Total No. answered	262	100.00

The survey also concludes that the appointment of the Cooperative Service Commission seems to have contributed towards the improvement of service conditions after the re-organisation\*

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\* Cooperative Movement after re-organisation-study paper Peoples Bank - 1978.



MANPOWER PLANNING

The situation has been subjected to rapid changes since 1978. Free trade environment has brought in challenges to the Cooperative Sector which resulted in high labour turnover and deterioration of the situation. It has also brought in new demands for Management efficiency in the Cooperatives. The Cooperative could not keep upto the inflationary situation in par with the service conditions for employees over which the Cooperative Employees Commission had limited or no influence.

It is necessary to consider the provisions, and the practices of the CEC Act in terms of the aspects of Manpower Management.

The efficient functioning of Cooperative Organizations depends on the supply of efficient manpower, in the context of liberal economic situation in the country. This has become vital. The private sector has so far been able to attract efficient and qualified managers from the public sector. We have experienced a drifting of such manpower within the private sector more than a migration from private sector to public sector. The cooperatives experienced a serious problem of loosing experienced top level managers- specially young graduates to the public sector as well as to the private sector.

The remedy lies with many conditions, one of which being the attempt to retain whatever resources the Cooperatives have. emoluments at least in par with the general services of the Government Sector. However, the Cooperative service cannot adopt procedures of a government because of the governing factor being the ability to retain the business or increase the turnover in par with the increase of overhead. The Commission could not make a compulsion to the organizations other than influencing them. The business enterprises are normally allowed to take such decisions. However, many cooperatives could not afford to keep upto the expectations. The result was a considerable amount of shifts among the Cooperatives. The remedy taken on this was the decision on salary scales in accordance with the turnover of the society or the grade of the society. This also implies that the Cooperatives which are in a position to offer more incentives are prevented from exercising such independence due to the possibilities of anomalies which in turn becomes a problem for the Commission.

The basic question remains as to who is to take the responsibility of manpower planning for the organisation. Ideally it is the manager or the management body who is to bear the responsibility. It is a part of total process of management. Here the situation is that the authority of taking major decisions lies with two government agencies - Cooperative Employees Commission and the Commissioner of Cooperative development. The initiative is

normally taken by the society. As the total management is not controlled by the society, rarely the manpower management is undertaken in the Cooperatives. However, there had been instances where the Commissioner has taken the decision.

This arrangement has hardly considered the factors influencing the manpower planning-except the business turnover and gross profits; financial stability, position of competitors, changes in external environment, loss making lines for correction, profit making lines for maximization etc., have not been considered.

The management structure of the present MPCSSs has been ideally planned at the time of re-organization of the Cooperative Movement and had not been planned considering the different identities of the societies. Therefore, the basic review of internal manpower is missing. This is due to lack of manpower information inside the organisation. The General Manager or the Personnel Manager keeps staff records for administrative purposes but not for the purpose of optimum utilization of manpower resources. When the new cadre is being considered the manager has to consider the opportunities and the problems of manpower employed; under utilization of human resources, high costs, labour turnover,

There is no manpower policy laid down in the Cooperative Sector. The societies have not understood the importance of formulating manpower policy. The recruitment, promotion and manpower development activities should be based on a manpower policy. A stable policy ultimately help the management to retain competent staff and even attract qualified candidates. The National Workshop on Cooperative Training Policy and Standards also emphasised the need to formulate a manpower development policy and structure for the cooperative sector\*.

The recruitment has become a routine matter in the Cooperatives due to alienation of manpower planning & development from the hands of the societies. This is done on the decisions made by the CCD & CEC. Very rarely a society considers the specific requirements of a post. This mechanical way of identifying requirements and recruiting personnel would affect the expected output of a particular job. Unfortunately this aspect has never been cared for, even at the time of re-organisation. The business decisions have been taken without considering the manpower situation at that time. The only remedy suggested was to employ cooperative officers until such time alternative employees are found or developed. However, forecasting was never undertaken nor was any development programme launched.

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\* Report of the ILO/NOR/SIDA Workshop on Cooperative Training Policy and Standards (Micrograph) 1982.

Considering the average number of employees in MPCs in 1972 as 31048 anybody could see that an efficient manpower management system had to be developed. The average number of employees in the MPCs in 1981 was 149. The arrangement on the need made was the formation of Cooperative Employees Commission as a Government Agency.

One distinct feature of macro level development planning by 1970 Government was to formulate a five year development plan for the country. This attempt was the first such attempt ever been made for objective implementation. The plan was put to operation from the point of view of modifying the infra-structure in the country. Re-organisation of Cooperative Movement was one of them. The Cooperatives were not only to help the economic and social development but also to generate more employment for meeting the challenge of unemployment in Sri Lanka.\* The Cooperatives were given its share- 500 graduates to be absorbed under graduate employment scheme. They were to be made top and middle level managers. The training or orientation given to them was hardly sufficient to develop them to undertake large scale business operations. When we review the present position 90% of the general managers jobs were held by graduates in 1973 while the position has deteriorated to 10% today. A recent survey has revealed that 50% of General Managers are not confirmed due to lack of qualifications.

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\* Five Year Plan- Ministry of Planning & Plan  
Implementation- Government of Sri Lanka.

stipulated by the CEC. Most of them only possess GCE Ordinary Level Certificate only.

The survey conducted by Peoples Bank concludes that following factors contributed to the inabilities of the Cooperative Movement to draw the executives with higher educational and professional background.

1. Inadequate salary.
2. Inability to maintain the seniority position.
3. Lack of promotional awareness within the service.
4. Lack of recognition of experience in the Cooperative Service for other jobs.

A survey carried out by the Cooperative Management Services Centre shows the following picture on the turnover of the Managerial level employees during past 10 years.

TURNOVER OF MANAGERIAL LEVEL EMPLOYEES  
DURING 1971-81

Group No.	Post	No. of societies who have had Executives during 1971-81			
		1	2-3	4-5	over 5
1.	General Manager ..	57	69	51	51
2.	Deputy General Manager ..	2	-	3	-
	Finance Manager .. ..	2	-	1	-
3.	Accountant .. ..	75	83	36	19
	Internal Auditor	41	31	4	1
	Bank Services Manager ..	77	62	22	6
4.	Commercial Manager ..	30	25	13	-
	Production Manager/ Factory Manager ..	15	6	-	-
5.	Personnel Manager	18	18	-	-
	Secretary	16	25	8	1
6.	Manager .. ..	4	-	1	-

It is interesting to note the following revelation:

	1980	1981
No. of General Managers	446	464
Salaries Paid	3700000	3800000

Source: Dept. of Cooperative Development.

Accordingly the average salary for a general manager in 1981 has been Rs. 8189 whereas in 1980 he got Rs. 8296. It is necessary to note that the CEC has introduced a considerable salary increase for general managers in 1982. These figures show the deterioration of the situation.

The statistics give further information as following: \*

	1980 No. of Employees	Salaries paid in millions	1981 No. of employees	Salaries paid in million
MPCSs	42344	214.1	43802	120.6
Apex Unions	478	4.1	677	4.9

The low salaries are due to the decrease of turn over. The CEC gave discretion to the Cooperatives even when the salary increases were introduced. The heavy labour turnover was partly due to this situation. Paradoxically the number of Cooperative Employees have grown over a period of time. Largest number of employees belong to MPCs. Therefore, it is adequate to consider the situation of the MPCs to get a clear picture.

\* Source: Administrative report of the Registrar of Cooperative Societies 1981.



<u>Year</u>	<u>No. of employees</u>
1972	31048
1973	33077
1974	40926
1975	41727
1976	44615
1977	44363
1978	44034
1979	N A
1980	42344
1981	43802

in the number  
There had been a decrease in the number of the employees of the MPCSS  
during recent years due to the awareness of the  
management on the high costs of manpower in comparison  
to business profitability. However, the growth and the  
change has not been planned.

CMSC has computed the macro level manpower  
needs for the Cooperative Sector.  
Based on this projection the  
cooperative society could plan out their manpower. A  
National level centralised agency should undertake to help  
them (see appendix C & D)

The ILO/NOR/SIDA National Workshop on Cooperative  
Training Policy and Standards held in 1982  
recommended that the NCC should have a manpower planning unit  
and a data bank containing particulars in relation to  
employment opportunities and available manpower showing  
accumulative records of their training & experiences in  
order to help the Cooperatives in Manpower planning.\*

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\* Report on the ILO/NOR/SIDA National Workshop on  
Cooperative Training Policy and Standards - 1982 (Mimeograph)

We could arrive at following conclusions on the above discussion on the manpower planning in the cooperative movement in Sri Lanka.

1. Although some changes have been given effect to allow the Cooperative Societies to plan their manpower it is necessary to make a concentrated effort on meaningful forecasting and planning manpower in order to ensure more creative contributions to productivity in the face of high competition.
2. Succession planning should be given, emphasis in planning manpower in the light of heavy labour turnover in the Cooperative Sector.
3. Purposeful planning should be done on the employees changes in status, work and relationship in the Management process.
4. Manpower planning should be more flexible and adaptable to changes in business.
5. Management should not only look into the qualifications and skills of existing employees but also see the possibility of recruiting potential managers from the open market.

MANPOWER INFORMATION SYSTEM.

Any Manpower Management system demands an accurate and upto date information in order to take decisions on manpower planning and development.

Normally manpower information is centrally organised and managed to be within the easy reach of planners. One could see a computer biased information as against systems approach towards the system.

The arrangement to organise a manpower information system has not been emphasised in the Cooperative Employees Commission Act other than compelling the cooperative societies to maintain basic personnel records. The objective is more to execute the provisions under the act.

In the light of the discussions on the Manpower planning in the cooperative sector, we could see a rapid change in the manpower situation. The visible symptoms have been on the following:

- Age structure of staff.
- Grade and length of service.
- Gaps in key jobs.
- Shortage of managerial skills.
- Confusions in promotions.
- Surpluses in the job holders who are not vital.
- Confusion in job descriptions.

The manpower information system should provide upto date information on the lines which leads to take better decisions for managing and developing manpower.

In the absence of a proper manpower information system in the cooperatives <sup>we</sup> may have to consider the alternative methods. The only computed data base is provided by the Department of Cooperative Development in its annual administrative report. The statistics given in the administrative reports have been useful for macro-level planning but could not be applied at the society level. The data has also been useful in assessing the manpower situation in the cooperative sector.

The individual cooperative organisations as well as the National Cooperative Body should develop an efficient manpower information system in order to utilize the manpower in an efficient manner to achieve goals of the organizations.

The available information in the cooperative societies could be categorised as follows:

- Personal files containing information on recruitment, promotions and disciplinary situation of cooperative employees.

- Records on determination of cadre for cooperative societies from time to time.
- Records on board decisions on policy and execution of policy.
- Records on business operations of the society.

This shows that a Cooperative Society in Sri Lanka today only posses internal information. It is in no way comprehensive. This does not help for forecasting and manpower planning. It could not be used for manpower management or development either.

It is necessary for an organisation to posses two kinds of manpower information in order to maintain efficient manpower management system.

1. Information on internal environment
2. Information on external environment.

(1) Information on Internal Manpower Environment

- Information on jobs
- Information on people within the organization.
- 3. Information on leavers.
- Staff on contract and casual basis
- Vacancies

- Information on recruits.
- Information on promotions.
- Absenteeism and vacation of posts.

(2) Information on External Manpower Environment

- Education trends and forecasts.
- Labour market (National)local)
- Unemployment
- Employers in the area
- Migration
- Economic and political information.
- Marketing and financial information
- Utilization, productivity and marketing practices.

Many organisations have introduced simplified coded information systems for computerization. Card systems and data forms have become professional under taking.

However, the Cooperative Employees Commission of Sri Lanka has tried to introduce a simplified job coding system for easy reference. The commission has also tried to categorize, the jobs for easy reference for planning purposes:

1. Operative grades.
2. Supervisory grades
3. Managerial grades.

The Commission has also tried to systematize the salary structure in order to introduce succession planning. Number of salary scales have been reduced and were given code numbers. The attempt of this nature would not only cut down anomalies but also help the cooperatives to introduce manpower development plans. However, the model has to be adopted by the cooperatives and internalize it with the identity of employees.

The basic issue remains as to how to organise a man power information system. the ILO/NOR/SIDA National Workshop on Cooperative Training Policy made an attempt to organise a data base for manpower forecasting and planning. The workshop found that the present day MPCSSs although they are large enough to have a manpower management function as a separate identity, are not in a position to evolve their own systems and recommended that the NCC should organise a manpower data system for the Cooperative organisations which should be centrally managed. It was assumed that the existing district structure of the NCC could be made use of for this purpose effectively. It was though that the NCC being the agency for training and development of cadre for the cooperative sector, is in a position to integrate the two manpower functions properly.

This proposal has serious implications on the structure and the focus of the NCC. The structure has to be strengthened to undertake such a massive task of dealing with at least the managerial level staff numbering 5000 approximately. The Department of Cooperative Development and the Cooperative Employees Commission have different priorities under legislation.

It has become vital for the Cooperatives to utilize the existing manpower efficiently and productively in order to face the challenge. Sri Lanka is rapidly changing at present into new business enterprises and a new social system more rapidly than seventies. Manpower planning and development have to keep phase with this situation. Therefore, it is essential to create an efficient data base for manpower planning and development.



### MANPOWER DEVELOPMENT SYSTEM

A pre condition for effective Manpower Management is the existence of an efficient manpower development system which ensure the updating of skills of the employees by having systematic career planning and professionalization of Management.

It is also correct to say that the manpower development depend very much on the Management philosophy and the culture of the organisation as well as flexible working environment. When the organization adapts a theory X approach towards human resource naturally the human development is restricted. The motivation for more productivity loses its place in the organization. It has been pointed out by many behaviourists that material incentives itself would not bring in motivation to work and fulfilment of objectives of an organization. Managing modern day human behaviour has taken a dramatic turn during past three decades and is in the process of rapid change.

A theory Z has already been developed to manage organizations through collective effort by giving priority to human resources. It is with this background we have to discuss about a management development system for cooperative sector.

It is necessary to analyse the possibilities of manpower development under the present legal and administrative structure of the Cooperative Movement in Sri Lanka in order to identify gaps.

The arrangement to provide micro-level Manpower Development for Cooperatives has been the possibility of selection of a career in the Cooperatives. Many school leavers and university graduates join the cooperative employees regular type certificate courses. i.e. CEC Ordinary Level Course and CEC Advanced Level Course. This does not mean the Cooperatives are compelled to recruit them for the jobs in the Cooperative Service.

Any Manpower Development system in an organization should contribute to the achievement of organizational objectives. However, it should as far as possible provide self-satisfaction and the fulfilment of self-directed goals for the employees within the corporate environment. The system should be flexible enough to provide opportunities for a person to take decision on their career and objectives, initiate new things within the environment. This would bring in more productivity and efficiency by a job holder.

What are the special features of manpower development in the cooperatives in Sri Lanka?

The employees are recruited from the open market in three levels:

1. Operative Level
2. Supervisory Level
3. Managerial Level.

The recent changes in the Cooperative Employees Commission rules also provide this possibility.\* It also provides the possibility of job rotation in some categories and more mobility within many salary scales. Each job or job range has many salary scales depending on the qualifications of the candidate and the scale of operations. It is possible for introducing more promotional prospects to an employees avoiding stagnation. It is also possible for an employee to get into higher scales once he obtains special qualification stipulated in the documents.

Another special feature is the possibility of achieving job specialization in one job range from the operative grade to the managerial grade.

However, the arrangement under the CEC act does not integrate the promotions with the performance standards in the job. The emphasis here has been the academic qualifications and the experience.

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\* Approved salary scales and qualifications for the posts in the Cooperative Societies - Govt. of Sri Lanka 1981.

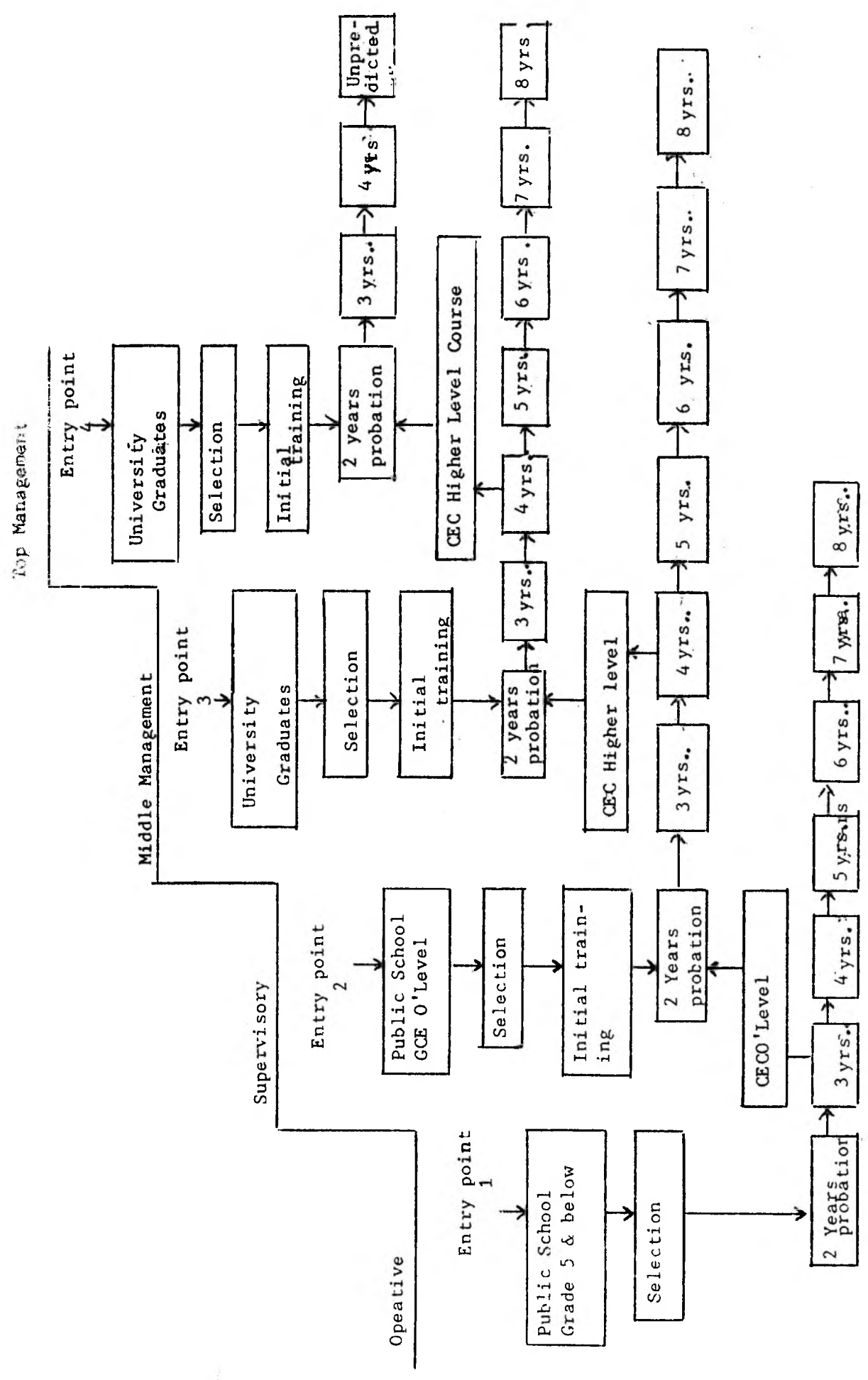
Regular cooperative training programmes conducted in the country has been integrated into the three levels as requirements. The quality of training is not under perview of the CEC.

The CEC has recently introduced more flexibility of managing the manpower by allowing the cooperative societies to take free decisions on the operative and some supervisory level employees. This provides more scope for career development for employees. However, this scope is limited to the MPCSSs which represents 85% of the total cooperative work force. The career generation capacity of the MPCSSs has been decreased over last two years.

A unified Cooperative Service had been advocated from the very inception of the CEC, but lost its popularity due to possible contradiction with the business autonomy enjoyed by the cooperative enterprises. This kind of an arrangement could have affected the business efficiency of the cooperatives.

Even with this flexibility the Cooperatives could not avoid high labour turnover. The present training arrangement could not help the situation either. Developments in the external environment have affected the situation seriously.

COOPERATIVE EMPLOYEES  
CAREER PROSPECTS CHART SRI LANKA



Development of Manpower in the managerial cadres specially demands professionalization. This not only helps the individual but also helps the organization to have effective manpower planning. Therefore, it is necessary to consider the constraints for such professionalization in the Cooperative Sector.

Fredrick Herzberg \* introduced the motivation hygiene theory on the industry and commerce by which identification of important factors in bringing more productivity in human resource was possible. Hygiene factors consist of company policy, administration, supervision working conditions, interpersonal relations, status, security and money. When these needs are not met individuals feel unhappy and frustrated which result is less productivity and high labour turnover. Development depends on the fulfilment of these basic conditions.

The ILO/NOR/SIDA National Workshop held in 1982 identified the following factors which caused in the exodus of Manpower from the cooperatives.

- Insecurity of service: changes in management.  
laxity in disciplinary procedures; favouritism,  
absence of clear responsibilities;

- Absence of promotional prospects.

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\* Herzberg, Frederick- Work and the nature of man-  
World publishing Co. Cleveland Ohio- USA

- Inadequacy of training facilities.
- Inadequacy of fringe benefits.
- Inadequate job descriptions.
- Discontent over salaries.

The Workshop recommended the following remedial measures to overcome the problems mentioned:

- Provision of proper institutional and on the job training and also specialised training.
- Closure of uneconomic business units
- Establishment of regional recruiting authorities.
- Provisions of welfare and other facilities include health care scheme, external educational programmes, scholarships and loan schemes.
- Framing a uniform system of financial and administrative regulations and disciplinary procedures.
- Formulation of comprehensive job descriptions.

- Restructuring the MPCSS with a view to centralising the operation of certain functions such as procurement-transport-processing and marketing services.
- Provision of management consultancy.
- Payment of enhanced salaries:
- Intensive education of memberships
- Establishment of Manpower training unit and a data bank.
- Declaration of Cooperative Policy.
- Training of trainees to undertake management training.
- Carrying out an intensive training programmes for unqualified and untrained personnel to fill up vacancies.



Lifting of Hygiene factors would provide the environment for motivating the employees. This does not mean that the hygiene factors should be a pre-condition. No clear demarcation could be made. Motivation which involve feelings of an accomplishment, recognition responsibility, personal growth, development comes through tasks which normally result in more productivity creativity and job satisfaction. This does not come in merely by providing material benefits but by creating a work environment which safeguards human dignity and permitting autonomy and initiation. This is a compromise between the individual objectives and organisational objectives.

Many organisations use management concepts such as management by objectives and mobility within the organization etc.

The present legal and administrative environment in the cooperative do not provide positive environment for the development of managers. The by-laws of the cooperative societies, rules and even the procedures governing employees career do not provide motivation for them to grow. Following changes would be able to create such an environment.

- Proper use of the principle of democratic control for the emergence of leadership in the cooperative sector.

- Introducing structural changes in the MPCs permitting more autonomy to branches and Managers.
- The registrars role of being a stereotype auditor and regulating the legal provisions to be changed to a role of a guide and an advisor and to become a link between the government policy and cooperative policy.
- Decision making process to be changed to the direction of a manager.
- Changes in the legislation should be provided to have more business and managerial autonomy to the cooperatives.
- Strengthen the apex cooperative unions to enable the Cooperatives to become free from the clutches of private companies and state corporations.
- Provision of inter mobility of personnel within the Cooperative Movement.
- Allow a positive management culture to grow within the cooperative organisations.

With the introduction of these changes the individual staff member would be in a better position to undergo a process of personal development. Career planning provides such development. The employees should be exposed to a systematic and a logical process of development of his career. This process is normally started from the point of selection.

The selection to the present day cooperatives is done through a traditional interview system with certain limitations. The candidates are selected to a particular job and he has to stick to the job at least for sometime. This is in contradiction with modern companies recruiting management trainees and allowing them to make their choice of career after undergoing a training process.

The cooperatives hardly have an induction programme for a new recruit other than attaching him to a senior hand. The induction makes an employee positive or negative towards the organization.

Basic job training he gets is from a senior hand and on the job. The Cooperatives in Sri Lanka today have not developed any comprehensive model of on the job training.

The job instruction an employee gets is through general type of Cooperative Employees Certificate Courses.

CEC Ordinary Level Course  
CEC Higher Level Course.

These courses are not only integrated into promotional schemes but also provides job training for them.

These courses have no relationship to a particular job description. However, the attempts are now being made to develop job instructional training programmes based on job analysis.

In the absence of organisational standards or norms to assess the job holders performance, very rarely career decisions are made by the Manager. The personnel function has been given importance by appointing personnel managers. A Management system has not been developed to absorb modern type of performance appraisals by using MBO or skills inventories. The society normally depends on the skill of the general manager to take such decisions.

Job rotation is used for the purpose of the organisation but not as a development strategy. In the absence of properly formulated job descriptions this serves a limited purpose.

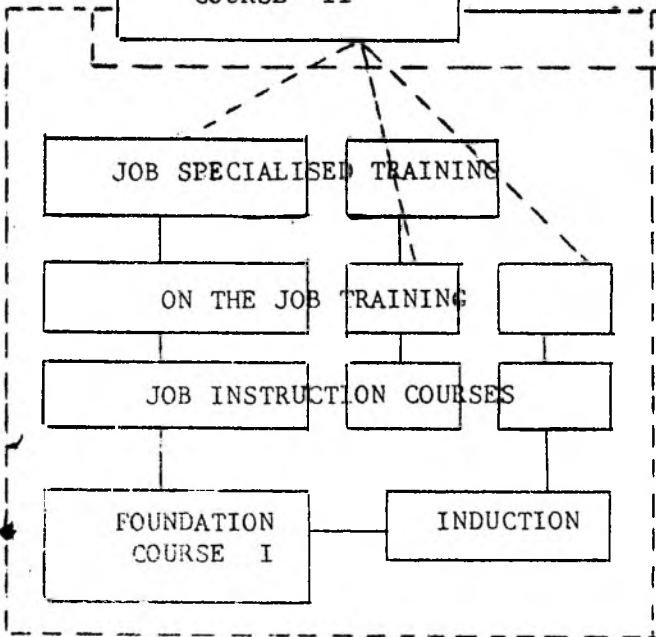
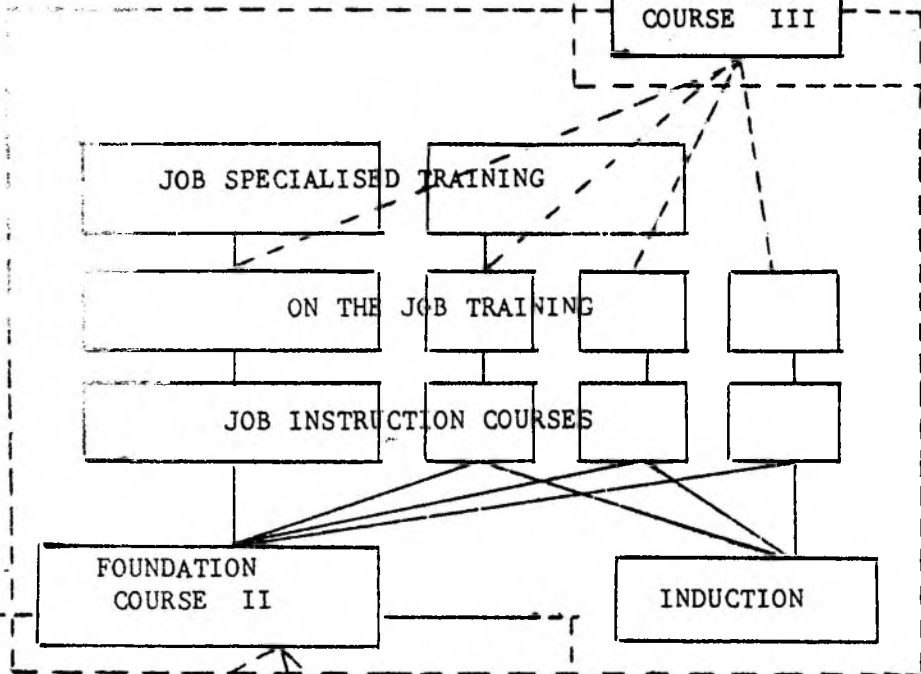
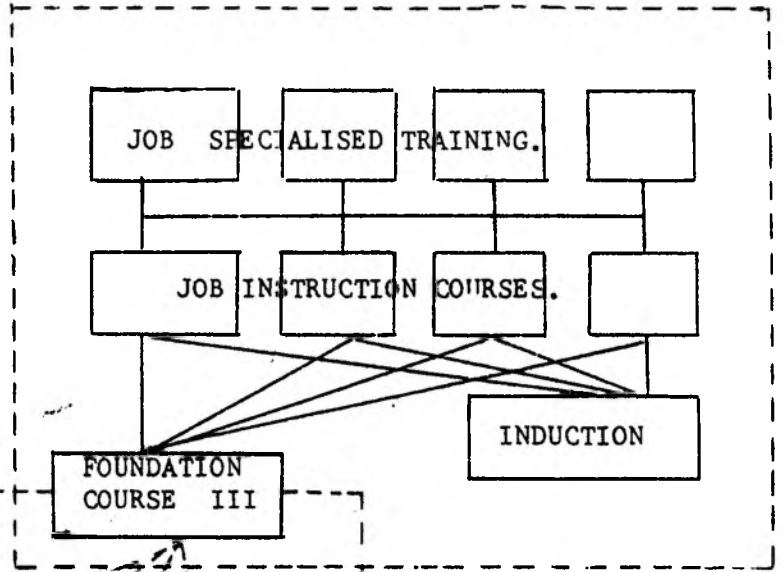
An attempt has already been made to introduce a logical training system for the three levels of employees. The NCC and its subsidiary projects have already done Curriculum Development on the system to certain extent. This system provides opportunities for employees to obtain following training:

- Induction
- Orientation towards Cooperative ideology & Practice.
- Job instruction.
- On the job training
- Job specialised training.
- Continuing training programmes.

The training strategy evolved has been off the job as well as on the job training and using even job rotation. The learner centred participative learning methods are used for this with the recent changes in approach towards employee participation in management by the CEC. It is expected that this process could be accelerated in order to introduce job enrichment techniques and career designs.

The attempts are also being made to improve the employees participation of his performance appraisal and diagnosing his own training needs. Personnel counselling is yet to be introduced.

PROPOSED  
SYSTEM FOR  
COOPERATIVE  
STAFF TRAINING/  
DEVELOPMENT SYSTEM  
IN SRI LANKA.



POINT OF ENTRY  
MANAGERIAL LEVEL.

POINT OF ENTRY  
SUPERVISORY LEVEL

POINT OF ENTRY  
OPERATIVE LEVEL.

Planning provides the basis for control. In the absence of systematic manpower planning it is difficult to evolve strategies or criteria for manpower control. Isolation. Normally standards of performance are used as a yardstick. Pre-requisites for standards are logically developed and updated job descriptions and staff structure and setting of organisational objectives.

When we isolate manpower itself, manpower audit is used to quantify the results achieved against the goals. Audits are on the basis of manpower requirement, manpower utilisation, manning systems, recruitment training and development actions.

The standards and control criteria are set at the time of manpower planning.

CONCLUSION

An attempt has been made by the paper to evaluate the present cooperative manpower management system in Sri Lanka against the historical development of the Movement.

From the above discussion following conclusions could be made:

- The Cooperative Movement in Sri Lanka was subjected to the compulsion of participating in National Development process in 1970 without evolving proper manpower management strategies.
- The mechanism evolved after 1972 has been state control oriented and suited for the regulation of government procedures on manpower administration.
- The Cooperative Movement of Sri Lanka, through national unions has not been able to initiate creating a system.
- The change in the government development policy resulted in more complication in human resources due to brain drain and high labour turnover.



- Economic difficulties faced by the cooperators and the gradual transfer of leadership to elected directors resulted in the awareness of re-considering the place and the role of manpower in the cooperative organisations.
- Number of potential managers who have adequate qualifications got decreased after 1978, which created deterioration of management efficiency.
- Incompetent managerial staff contributed to the decrease of turnover of the cooperatives.
- The cooperative employees became frustrated due to the lack of opportunities for career prospects and personal development in the cooperative sector.
- High labour turnover resulted in vacuum in the management cadre.
- Recent awareness of meaningful evaluation of manpower systems led to changing CEC procedure into flexibility towards more autonomy for cooperatives in the decisions on manpower.
- The attempts made on the manpower training has been pioneering changes in the manpower management.

- The proposed logical training with structural changes would result in creating a cadre with the necessary competency to handle their jobs.
- The NCC has to be developed into a control agency for manpower management at the macro-level in order to help the cooperatives to evolve manpower management systems.
- Legal and administrative changes have to be made to ensure the mobility within the staff levels and evolve norms for promotions and progression process.

On the basis of the above review a strategy for the development of a Cooperative Manpower Management system could be attempted. Assuming that a government policy on cooperatives is proclaimed the following strategy is evolved.

1. Identify & Define the Corporate Objectives of the Cooperative Movement

The role of the cooperative movement has to be defined in the light of the government policy. The present objectives may have to be modified to suit changing situations. The available mechanisms such as the NCC could be utilized for the purpose.

2. Investigate input possibilities.

The central agency (NCC) with the help of other cooperatives involved should go into available and possible inputs by assessing the available manpower pool, and business opportunity inputs. These consist of modified business plans, budgets and long range forecasts according to changes. The macro level investigation to be conducted by the central agency.

3. Identify Manpower Needs.

Manpower needs have to be assessed on the basis of modified business plans. Each MPCS has to undertake the exercise.

4. Match the manpower needs with the available manpower resources.

It is assumed that the existing staff records could be systematized in order to use them for objective manpower planning. The MPCs should be given advice on how to organise a data base for the purpose. Then it becomes easy for the organisation to match the resources with the needs.

5. Prepare Manpower Plan

When needs are matched with the available resources the gap is identified. The deficiency was to be analyzed. Each MPCS has to consider the possibilities of utilizing the existing manpower as well as obtaining manpower from the open market. Sometimes the plans and the practices may have to be adjusted to suit the possibility. The organisation itself has to be modified to effect reallocation of resources to optimize chances of achieving business goals. The changes in the external labour environment may force the society to even adjust manpower policies and standards on selection, employment, promotion and development and training.

6. Prepare Implementation Programme.

The implementation programme should consists of manpower adjustments, recruitment, training and development in addition to career designing . Time schedule should not only include business and manpower activities but also appraisal duration and points.

7. Pepare and implement manpower controls and evaluations.

The Manpower control is meant for achieving the objectives in terms of standards. The controller normally keeps watch on the pressures within the business and all manpower movements.

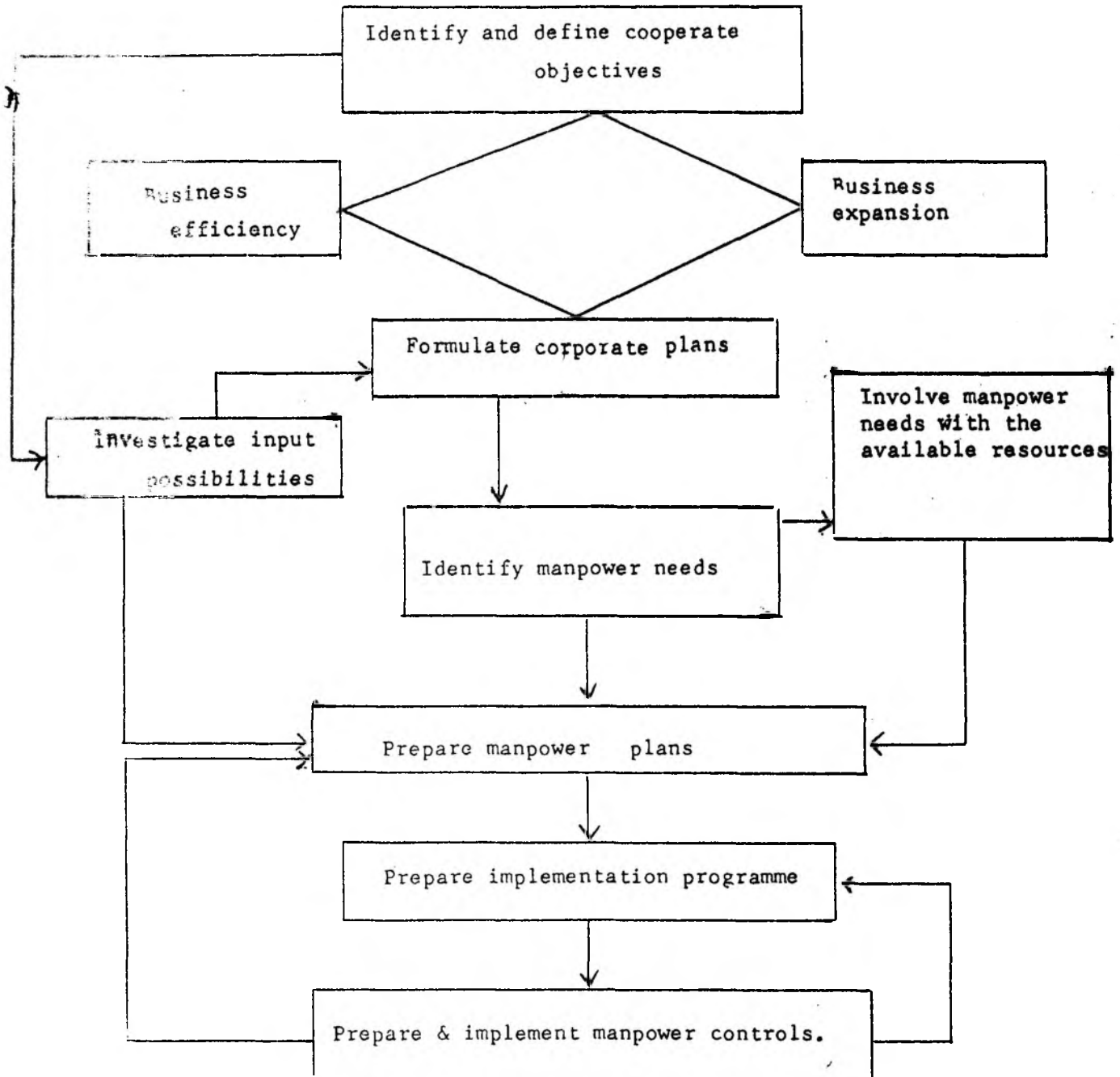
The controller has to use many tools for controlling manpower. Exit interviews, attrition research and manpower audit are some of them.

The result of the manpower control is reflected in adjusting manpower policies and practices, modifying organisations and even adjusting existing plans.

Business efficiency of the cooperative movement mainly depends on the manpower. This is emphasised when we consider the characteristics of the cooperatives of Sri Lanka. The Cooperatives in Sri Lanka has a service objective more than a production objective. Utilization of manpower is vital for service organisations. Therefore, the efficiency and development of cooperatives in Sri Lanka depends on efficient management of manpower.

A MODEL FOR MANPOWER MANAGEMENT OF COOPERATIVES  
IN SRI LANKA

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APPENDIX AEMPLOYEES OF THE COOP. MOVEMENT  
CLASSIFIED ACCORDING TO POSTS

(In million Rupees)

POST	1980		1981	
	No. of employees	Salaries paid	No. of employees	Salaries paid
1. General Manager	446	3.7	464	3.8
2. Accountants	349	2.8	288	3.1
3. CR & Marketing Manager	155	0.8	184	1.5
4. Consumer Managers	80	-.7	52	0.5
5. Production manager	09	0.08	10	0.08
6. Secretaries	163	1.2	173	1.3
7. Store keepers	835	5.4	849	6.6
9. Branch Managers	9957	44.7	10023	53.8
10. Bill Clerks	1937	8.5	1462	6.9
11. Sales Personnel	13322	58.9	12803	50.5
12. Cashiers	573	3.4	572	3.5
13. Purchasing Officer	419	3.5	410	3.9
14. Clerks & typists	6574	38.1	5701	34.6
15. Office Personnel Manager	531	3.5	568	3.9
16. Labourers	3491	18.2	3366	17.0
17. Watchers	3448	12.6	3749	15.6
18. Drivers	1847	9.9	1770	10.0
19. Cleaners	1575	7.2	1495	7.5
20. Doctors	23	0.6	18	0.4
21. Nurses	102	0.6	08	0.7
22. Dispensers	23	0.1	24	0.1
23. Attendants	73	0.4	76	0.32
24. ohwea	5495	175	5624	19.4
Total	51427	242.1	49789	245.0

Source: Development of Cooperative Development.

APPENDIX - B

EMPLOYEES OF THE COOPERATIVE MOVEMENT  
CLASSIFIED ACCORDING TO TYPE OF SOCIETIES

(In million rupees)

Type of societies	1980		1981	
	No. of employees	Salaries paid	No. of employees	Salaries paid
<u>PRIMARY SOCIETIES</u>				
MPCSs	42344	214.1	43802	210.6
Stores	184	0.6	195	0.8
Credit thrift welfare	362	1.4	386	1.6
Textiles	2234	7.9	2600	8.8
Small Industries	887	4.9	1038	5.4
Fishery	224	1.3	239	1.2
Agriculture	712	3.1	757	3.6
Hospital	188	1.2	212	1.0
Others	2116	6.1	1465	4.0
<u>SECONDARY SOCIETIES</u>				
Apex unions	478	4.1	677	4.9
Other unions	60	0.3	56	0.2
Total	49789	245.0	51427	242.1



MANPOWER NEEDS 1982-86 MANAGERIAL LEVEL

APPENDIX C

post (1)	Category of Society (2)	Number of Societies (3)	Number of posts required (4)	Number in service (5)	Number required 1981 (6)	Requirements etc. 1982-86		Total	
						Project* (7)	Project (8)	Project (9)	Project (10)
General Manager	A	9	9	9	-	5	5	5	5
	B	74	74	62	12	17	21	29	33
	C	274	274	213	61	58	75	119	136
Total		357	357	284	73	80	101	153	174
Deputy General Manager	A	9	14	14	-	5	5	5	5
	B	1	1	1	-	-	-	-	-
Total		10	15	15	-	5	5	5	5
Finance Manager	A	4	4	2	2	1	1	3	3
Accountant	A	9	12	12	-	5	5	5	5
	B	74	74	60	14	16	21	30	35
	C	288	288	193	95	49	76	144	171
Total		371	374	265	109	70	102	179	211

\* Calculate at 5% of present permanent strength

\*\* Calculated at 5% of total requirements

Source: Report of the Study of Manpower needs & Training Requirements of Cooperators in Sri Lanka . Cooperative Management Services Centre. 1981

MANPOWER NEEDS 1982-86 MANAGERIAL LEVEL

Post (1)	Category of Society (2)	Number of Societies (3)	Number of pos- its re- quir- ed (4)	Number in Service (5)	Number re- quir- ed 1981 Vacancies (6)	Retirements etc.			Total
						Projec- tion* (7)	Projec- tion* (8)	Projec- tion A (9)	
Internal Auditor	A	9	14	7	7	3	5	10	12
	B	69	134	55	79	15	36	94	115
	C	213	148	70	78	18	37	96	115
Total		291	296	132	161	36	78	200	242
Bank Services Manager	A	4	4	2	2	1	2	3	4
	B	71	71	58	13	19	23	32	36
	C	212	212	149	63	37	58	100	116
Total		287	287	209	78	57	78	135	156
Commercial Manager	A	8	15	5	10	3	7	13	17
	B	73	73	39	34	10	18	44	52
	C	213	213	48	165	12	53	177	218
Total		294	301	92	209	25	78	234	287
Production Manager/Factory Manager	A	2	4	4	-	2	2	2	2
	B	7	12	8	4	3	4	7	8
	C	21	46	39	7	12	14	19	21
Total		30	62	51	11	17	20	28	31

\* Calculated at 5% present permanent strength

\*\* Calculated at 5% of total requirements

MANPOWER NEEDS 1987-86 COMMERCIAL LEVEL

Post (1)	Category of Society (2)	Number of Society (3)	Number of posts required (4)	Number in Service (5)	Number required 1981 cancels (6)	Retirements etc 1982-86			Total	
						Projec tion A (7)	Projec tion B** (8)	Projec tion A 6+7(9)	Projec tion B 6+7(10)	
Personel Manager	A	8	8	8	-	5	5	5	5	5
	B	36	36	29	7	7	9	14	16	16
	C	21	21	16	5	4	5	9	10	10
Total		65	65	53	12	16	19	28	31	31
Secretary	A	9	9	3	6	1	2	7	8	8
	B	32	32	32	-	9	9	9	9	9
	C	44	44	41	3	10	11	13	14	14
Total		85	85	76	9	20	22	29	31	31
Total	C	24	24	6	18	2	6	20	24	24

\* Calculated at 5% of present permanent strength

\*\* Calculated at 5% of total requirements.

MANPOWER NEEDS 1982-86 SUPERVISORY LEVEL EMPLOYEES  
(MULTI PURPOSE COOPERATIVE SOCIETIES)

Code No.	Post (1)	No. Required (2)	No. in service				Vacancies (3+4+5)	Retirements etc. 1982-86			Total	
			Qualitative Permanent (3)	Not qualified Permanent (4)	Tempo (5)	Total (6)		Project on A* (8)	Project on B** (9)	Project on A 7+8 (10)	Project on B 7+9 (11)	
201	Member relations & Training Officers	289	40	-	30	70	249	10	72	259	321	
202	Store Keeper	565	410	21	135	566	134	108	141	242	275	
203	Assistant Store Keeper	238	156	9	33	198	73	41	60	114	133	
204	Transport Officer	179	43	3	37	83	133	12	45	145	178	
205	Rural Bank Manager	703	379	28	145	552	296	402	476	698	772	
206	Office Assistant	8	6	-	1	7	2	2	2	4	4	
207	Retail Branch Supervisor	930	233	7	108	348	690	60	233	750	923	
208	Retail Branch Manager	9310	5488	287	2616	8391	2888	4651	4651	6414	8177	
209	Field Officer	92	10	-	71	81	182	3	25	85	107	
210	Statistical Officer	77	1	-	-	1	76	1	19	77	95	
211	Security Officer	42	34	-	30	64	8	9	11	17	19	
212	Purchasing Officer	301	213	17	82	312	71	60	75	131	146	
220	Matron	2	2	-	1	3	-	1	1	1	1	
230	Inspector of Works	14	3	4	5	12	7	2	4	9	11	
231	Foremen	17	11	-	3	14	6	3	4	9	10	
232	Technical Staff (Textiles)	122	110	-	9	119	12	28	31	40	43	
	Total	12880	7139	376	3306	10821	5365	3630	5850	8995	11215	

\* Calculated at 5% of present permanent strength, except for the post "Retail Branch Manager" which is calculated at 10%

\*\* Calculated at 5% of total requirements, except for the post "Retail Branch Manager" which is calculated at 10%

MANPOWER NEEDS 1982-86 SUPERVISORY LEVEL EMPLOYEES (OTHER CATEGORIES SOCIETIES)

Code No.	Post (1)	No. Required (2)	No. in Service				Vacancies 2-(3+4) 7	Retirement etc 1982-86		Project 7+8 (10)	Total Project 7+9 (11)
			Qualify		Not qualified			Project 7+8 (8)	Project 7+9 (9)		
			3 perman ent	4 Tempor ary (3+4)	5 Perman ent	6 Tempor ary (3+4)					
201	Member relations & Training Officers	1	1	1	2	-	1	1	1	1	
202	Store keeper	91	75	4	81	14	19	23	33	37	
203	Assistant Store keeper	20	14	1	15	6	4	5	10	11	
204	Transport Officer	5	4	1	5	1	1	1	2	2	
205	Rural Bank Manager	-	-	-	-	-	-	-	-	-	
206	Office Assistant	-	-	-	-	-	-	-	-	-	
207	Retail Branch Supervisor	28	8	-	8	20	2	7	22	27	
208	Retail Branch Manager	287	244	12	270	31	128	144	159	175	
209	Field Officer	24	10	-	13	14	3	6	17	20	
210	Statistical Officer	-	-	-	-	-	-	-	-	-	
211	Security Officer	8	8	-	8	-	2	2	2	2	
212	Purchasing Officer	36	30	-	33	6	8	9	14	15	
220	Matron	3	3	-	3	-	1	1	1	1	
230	Inspector of Works	37	16	4	20	17	5	9	22	26	
231	Foreman	57	46	-	48	11	12	14	23	25	
232-237	Technical staff (Textiles)	28	20	-	23	8	5	7	13	15	
	<b>Total</b>	<b>625</b>	<b>479</b>	<b>18</b>	<b>529</b>	<b>128</b>	<b>191</b>	<b>229</b>	<b>319</b>	<b>357</b>	

\*Calculated at 5% of permanent strength, except for the post "Retail Branch Manager" which is calculated at 10%.

\*\*Calculated at 5% of total requirements, except for the post "Retail Branch Manager" which is calculated at 10%.

MANPOWER NEEDS 1982-86 OPERATIONAL LEVEL EMPLOYEES (MULTIPURPOSE COOPERATIVE SOCIETIES)

Code No.	Post	No. requir ed (2)	No. in Service				Vacancies 2-(3+4)	Retirements etc. 1982-86		Total	
			Qualify ing	Present	Not qualify ing	Tempo rary (3+4)		Project ion A* (8)	Project ion B** (9)	Project ion A (7+8)	Project ion B (9+10)
301-Book Keeper		169	133	4	49	32	34	42	66	74	
302-Clerk		5768	4007	112	1396	1649	1030	1442	2679	3091	
303-Audit Clerk		276	225	4	38	47	57	69	104	116	
304-Steno/Typist		32	27	3	5	2	8	8	10	10	
305-Typist		335	2323	4	55	94	60	84	154	178	
306-Cashier		586	365	22	70	199	197	147	296	346	
307-Sales Representa-tives		11	6	-	3	5	2	3	7	8	
308-Sales Assistant		15765	9032	506	3567	6227	4769	7882	10996	14109	
309-Receptionist		2	-	-	2	2	1	1	3	3	
310-Record Keeper		39	28	2	9	9	8	10	17	19	
311-Telephone Operator		9	6	-	2	3	2	2	5	5	
312-Driver		1861	1175	45	378	641	305	465	946	1106	
313-Pumper		665	357	27	182	281	96	166	377	447	
314-Cleaner		1559	952	54	342	553	252	390	805	943	
315-Watcher		3145	1444	38	1148	1663	371	786	2034	2449	
316-Labourer (W/S Depot		1194	261	34	996	809	74	216	883	1025	
317-KKS(OfficeAide)		341	263	11	46	67	69	85	136	152	
318-Labourer		702	486	40	284	176	132	176	308	352	
419-324-Technical Staff(Medical& Health		30	14	-	14	16	4	8	20	24	
-Other Technical staff		440	169	-	203	271	42	110	313	381	
-Other		7	7	-	63	-	2	2	2	2	
Total		32846	19194	906	8852	12746	7715	12094	20094	24840	

MANPOWER NEEDS 1982-86 OPERATIONAL LEVEL EMPLOYEES ( OTHER COMPANIES ) SOCIETIES

Code No.	Post (1)	No. required (2)	No in Service			Vacancies 2-3+4	Retirements etc 1582-86		Total	
			Qualified Permanent (3)	Not qualified Permanent (4)	Temporarily 6-3 (4)		Project on A* (8)	Project on B** (9)	Project on A (7+8)	Project on B (7+9)
301-Book Keeper		25	19	-	1	6	5	6	11	12
302-Clerk		1249	1124	12	66	113	284	312	397	425
303-Audit Clerk		46	33	-	4	13	8	13	21	26
304-Steno/Typist		20	18	-	1	2	5	5	7	7
305-Typist		55	43	1	5	11	11	14	22	25
306-Cashier		131	109	2	5	20	28	33	48	53
307-Sales Representa tives		6	5	-	-	1	1	2	2	3
308-Sales Assistant		535	478	8	28	54	241	268	295	322
309-Receptionist		2	2	-	-	-	1	1	1	1
310-Record Keeper		3	3	-	-	-	1	1	1	1
311-Telephone operator		5	4	1	-	-	1	1	1	1
312-Driver		173	118	5	16	50	31	43	81	93
313-Pumper		15	14	-	-	1	4	4	5	5
314-Cleaner		92	56	-	15	36	14	23	50	59
315-Watcher		310	267	6	11	37	68	78	105	115
316-Labourer(W/SDepot		495	46	-	6	3	12	12	15	15
317-KKS (Office Aide)		93	86	2	7	5	22	23	27	28
318-Labourer		562	485	1	570	76	122	141	198	217
319---324-Technical Staff(Medical & Health)		43	26	-	--	17	7	11	24	28
Other Technical Staff		34	25	-	3	9	6	9	15	18
Other		-	-	-	-	-	-	-	-	-
Total		3448	2956	38	738	454	872	1000	1326	1454

\* Calculated at 5% of present strength, except for the post "Sales Assistant" which is calculated at 10%

\*\* Calculated at 5% of total requirements except for the post "Sales Assistant" which is calculated at 10%

APPENDIX D

TRAINING REQUIREMENTS - MANAGERIAL LEVEL

GroupNo.	Post	Batch NO.	1982		1983		1984		1985				1986				Grand total										
			Without professional qualification	With professional qualification	Without professional qualification	With professional qualification	Without professional qualification	With professional qualification	Without professional qualification	With professional qualification	Without professional qualification	With professional qualification	Without professional qualification	With professional qualification	Without professional qualification	With professional qualification											
1.	General Manager/Deputy General Manager		54	69	73	169	56	120	23	199	20	73	54	147	21	69	56	23	199	22	120	20	73	54	161	823	
2.	Finance Manager Accountant, Internal Auditor		30	166	275	47	21	187	38	246	37	275	30	347	36	166	213	261	38	261	38	187	37	275	30	261	882
3.	Bank Services Manager		33	85	78	196	36	54	20	111	16	78	33	121	15	85	362	156	15	156	15	54	16	78	33	156	676
4.	Commercial Manager		24	35	209	68	9	24	16	49	17	209	24	250	16	35	91	76	16	76	17	24	17	209	24	76	701
5.	Production Manager/Factory Manager		27	15	11	53	5	4	4	13	3	11	27	41	5	15	5	29	5	29	3	4	3	4	11	146	
6.	Personnel Manager		18	15	12	45	10	10	4	24	4	12	18	34	4	15	4	33	4	33	4	10	4	10	4	18	154
7.	Secretary		22	37	9	68	3	14	5	22	5	9	22	34	6	37	3	51	6	51	5	14	5	14	5	24	210
8.	Manager		4	2	18	24	-	-	1	1	1	18	4	21	1	2	-	4	1	4	1	-	1	-	1	2	54
	<b>Total</b>		212	244	685	1321	404	1411	665	1036	85	214	1000	104	424	440	1177	77	77	105	414	103	522	638	2638	6382	

Source: Report of the Study of Manpower Needs & training requirements of Cooperators in Sri Lanka, Coop. Management Services Centre. 1981