

HUMAN RESOURCE PLANNING

INTRODUCTION:

- Human Resource is an important corporate asset and the overall performance of companies depends upon the way it is put to use.
- Globally Major issues in today's organizations are skill shortages, competency gaps, redundancies, downsizing, rightsizing.

INTRODUCTION:

- Causes of the issues are Inadequate Business Planning, Inflexibility of Job, Job Descriptions, Absence of Training & Development Programmes.
- In order to realize company objectives. It is essential to have a human resource planning (HRP) is essentially the process of getting the right number of qualified people into the right job at the right time so that an organization can meet its objectives.

PLANNING?

- Making schedule in advance
- Example:-Plan how to study for exams

WHAT to study

WHEN to study



HUMAN RESOURCE PLANNING

- HUMAN RESOURCE PLANNING(HRP) is a process by which an organization strikes a balance between the human resources **REQUIRED** and **ACQUIRED** in the organization.

Contd.,

- “HRP includes estimation of how many qualified people are necessary to carry out the assigned activities, how many people will be available, and what , if anything, must be done to ensure that personnel supply equals personnel demand at the appropriate time in the future.”

-Terry L.Leap and Michael

Contd.,

- “HRP is a process of determining and assuming that the organization will have an adequate number of qualified persons , available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.”

-Dales Beach

Contd.,

- “HRP is the process – including forecasting, developing and controlling – by which a firm ensures that it has the right number of people at the right places at the right time doing work for which they are economically most useful.”

-G.B.Geisler

OBJECTIVES OF HRP:

1. Ensure adequate supply of manpower as and WHEN required.
2. Ensure proper use of existing human resources in the organization.

OBJECTIVES OF HRP:

- ❖ Forecast future requirements of human resources with different levels of skills.
- ❖ Assess surplus or shortage, if any, human resources available over a specified period of time.

Contd.,

- ❖ Anticipate the impact of technology on job and requirements for human resources.
- ❖ The ultimate objective is to relate future human resources to future enterprise needs so as to maximize the future return on investment in human resources.

Contd.,

- ❖ Control the human resources already deployed in the organization.
- ❖ Provide lead time available to select and train the required additional human resource over a specified time period.

NEED AND IMPORTANCE OF HRP

1. The paradox often is that even with growing unemployment, there has been shortage of human resources with the required skills, qualifications and capability to do various work. Hence, the need for HRP.

NEED AND IMPORTANCE OF HRP

- Large numbers of employees who retire, die, leave organizations, or become incapacitated because of physical or mental ailments, need to be replaced by new employees. Human Resource Planning ensures smooth supply of workers without interruption

Contd.,

- Human Resource Planning is also essential to replace workforce turnover. These cause a constant ebb and flow in the workforce in many organizations.
- Required to meet the needs of expansion and diversification of organization.

Contd.,

- Technological changes and globalization usher in change in the methods of production, distribution and servicing of goods/products. These changes may require change of skills as well as the change in the number of employees required. HRP helps management to adjust and cope with such changes.

Contd.,

5. Identifies areas of surplus personnel and also areas where there are shortage of people.

Steps can then be taken to redeploy and/or recruit or downsize (downsize means giving VRS etc).

Significance of HRP

- Uncertainties can be managed through planning
- Helps the organization develop action plan for achievement of company's objective for future
- For strategic implementation

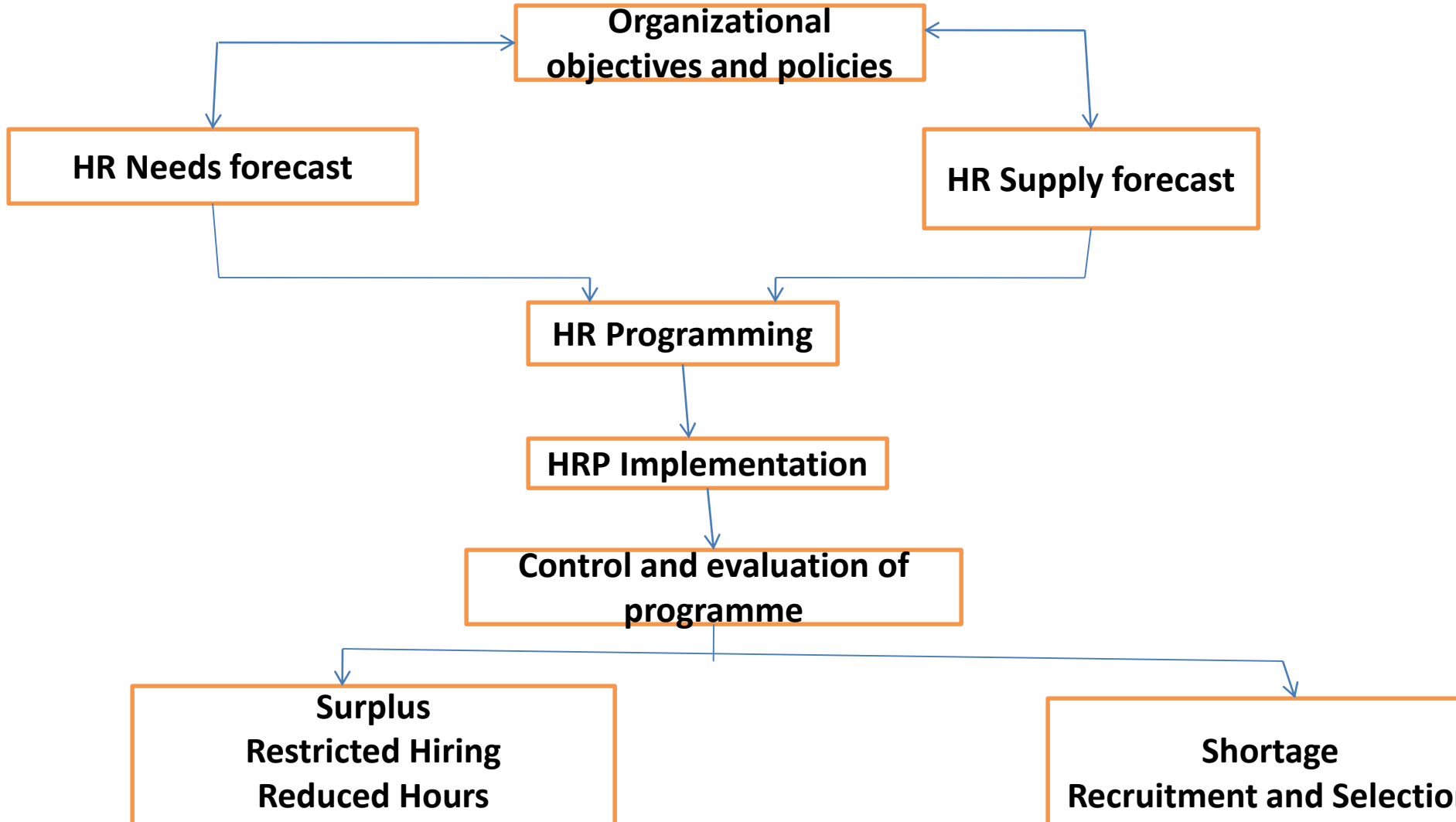
Significance of HRP

- To minimize destruction/ disruption of organization process
- Helps to focus sharper at your competitive posture or position
- Focuses on short & long term people requirements

FACTORS AFFECTING HRP

1. Type and strategy of the organization
2. Organizational growth cycles and planning
3. Environmental uncertainties
4. Time horizons
5. Type and quality of forecasting information
6. Nature of jobs being filled
7. Off loading the work

THE HRP PROCESS



FORECASTING TECHNIQUES

1. Managerial judgment
2. Ratio – trend analysis
3. Work study techniques
4. Delphi technique
5. Flow models
6. Mathematical models



HR SUPPLY FORECASTING

- The analysis for supply of manpower covers:
 - Existing Human Resources(skill & management inventories)
 - Internal sources of supply
 - External sources of supply

HR SUPPLY FORECASTING

- The demand and supply forecast have to be balanced and the steps taken to eliminate any mismatch.
- Monitoring/Audit and control have to be maintained for keeping the quality and quantity equilibrium

LABOUR MARKET ANALYSIS

- Analysis of labour markets are carried out for different occupational segments .
- Investigating markets for knowledgeable and skilled workers, differentiating supply and demand forces in the markets.
- Macro changes in wages and unemployment over a given period.

LABOUR MARKET ANALYSIS

- In India, pioneering studies in labour economics are institutionally being carried out by Indian Society Labour Economics(ISLE)
- It is trying to develop this as a discipline having importance both in academic and professional research to understanding human beings

MANPOWER INVENTORY

- Manpower inventory is the record of staffs in a commercial organization.
- Manpower inventory involves the classification of characteristics of personnel in an organization, in addition to counting there numbers.

MANPOWER INVENTORY

- The first step in Manpower inventory is to decide who should form a part of it, whether inventory should be in relation to only executives or it should cover all persons in the organization.

Contd...

- The factual information such as age, sex, experience, education, wealth, health, etc. is noted from the records.
- The brief interview with a person helps in understanding his caliber, mind-set, aspirations, etc

Contd...

- A summary statement of information is prepared about each person and is kept ready for consultation.

The next step is to pass on to talent catalogue.

- The present and future capabilities of persons are assessed.
- Some scale is prepared for the appraisal of persons.

Contd...

- Besides appraisal tests, remarks about persons are also given.
- The remarks may relate to their talent, choice taking ability, training required, etc.
- In this way promotions are also dealt with easily as manpower inventory says much about job specialization of the concerned persons.

Manpower Inventory Methods

- Man –to- man Comparison
- Man-to-hour Method
- Man-to-Behaviors

