



HUMAN RESOURCE PLANNING

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INTRODUCTION

- Human Resource Planning is concerned with the planning the future manpower requirements is the organisation.
- HR manager ensures that the company has the right type of people in the right number at the right time and place, who are trained and motivated to do the right kind of work at the right time.
- Human Resource planning is the process by which a management determines **how an organisation should move from its current manpower position to its desired manpower position.**

Definitions

- Coleman has defined Human Resource Planning as —the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation.

Objectives of HR Planning

The major objectives of Human Resource Planning in an organization are to :

- (i) ensure optimum use of human resources currently employed;
- (ii) avoid imbalances in the distribution and allocation of human resources;
- (iii) assess or forecast future skill requirements of the organisation's overall objectives;
- (iv) provide control measure to ensure availability of necessary resources when required;
- (v) control the cost aspect of human resources;
- (vi) formulate transfer and promotion policies.

STEPS IN HUMAN RESOURCE PLANNING

- 1. Analysis of Organisational Plans and Objectives**
- 2. Forecasting Demand for Human Resources**
- 3. Forecasting Supply of Human Resources**
- 4. Estimating Manpower Gaps**
- 5. Matching Demand and Supply**

1. Analysis of Organizational Plans and Objectives

- Human resource planning is a part of overall plan of organisation.
- Plans concerning technology, production, marketing, finance, expansion and diversification give an idea about the volume of future work activity.
- Each plan can further be analysed into sub-plans and detailed programmes.
- It is also necessary to decide the time horizon for which human resource plans are to be prepared.
- The future organisation structure and job design should be made clear and changes in the organisation structure should be examined so as to anticipate its manpower requirements.

2. Forecasting Demand for Human Resources

- The main steps involved in HRP process are
 - (a) to determine and to identify present and prospective needs of human resource,
 - (b) to discover and recruit the required number of persons.
 - (c) to select the right number and type from the available people.
 - (d) to hire and place in the positions for which they are qualified,
 - (e) to provide information to the selected people about the nature of work assigned to them,
 - (f) to Promote or to transfer as per the needs and the performance of employees,
 - (g) to denote if the employees are disinterested or their performance is not upto the mark,
 - (h) to terminate if they are not needed or their performance is below standard and shows no hopes of improvement. It is the most crucial and critical area of HRD.

3. Forecasting Supply of Human Resources

- One of the important areas of human resources planning is to deal with allocation of persons to different departments depending upon the work-load and requirements of the departments.
- While allocating manpower to different departments, care has to be taken to consider appointments based on promotions and transfers.
- Allocation of human resource should be so planned that available manpower is put to full use to ensure smooth functioning of all departments.

4. Estimating Manpower Gaps

- Net human resource requirements or manpower gaps can be identified by comparing demand and supply forecasts.
- Such comparison will reveal either deficit or surplus of human resources in future.
- Deficits suggest the number of persons to be recruited from outside whereas surplus implies redundant to be redeployed or terminated.
- Similarly, gaps may occur in terms of knowledge, skills and aptitudes.
- Employees deficient in qualifications can be trained whereas employees with higher skills may be given more enriched jobs.

5. Matching Demand and Supply

- It is one of the objectives of human resource planning to assess the demand for and supply of human resources and match both to know shortages and surpluses on both the side in kind and in number.
- This will enable the human resource department to know overstaffing or understaffing.
- Once the manpower gaps are identified, plans are prepared to bridge these gaps.
- Plans to meet the surplus manpower may be redeployment in other departments and retrenchment in consultation, with the trade unions.
- People may be persuaded to quit through voluntarily retirement. Deficit can be met through recruitment, selection, transfer, promotion, and training plans.
- Realistic plans for the procurement and development of manpower should be made after considering the macro and micro environment which affect the manpower objectives of the organisation.

Thank You
So Much