

UNIT -II

- ◆ Human Resource Planning
- ◆ Recruitment
- ◆ Training
- ◆ Performance Appraisal



I. What is it?

Human resource planning involves getting the right number of qualified people into the right jobs at the right time.

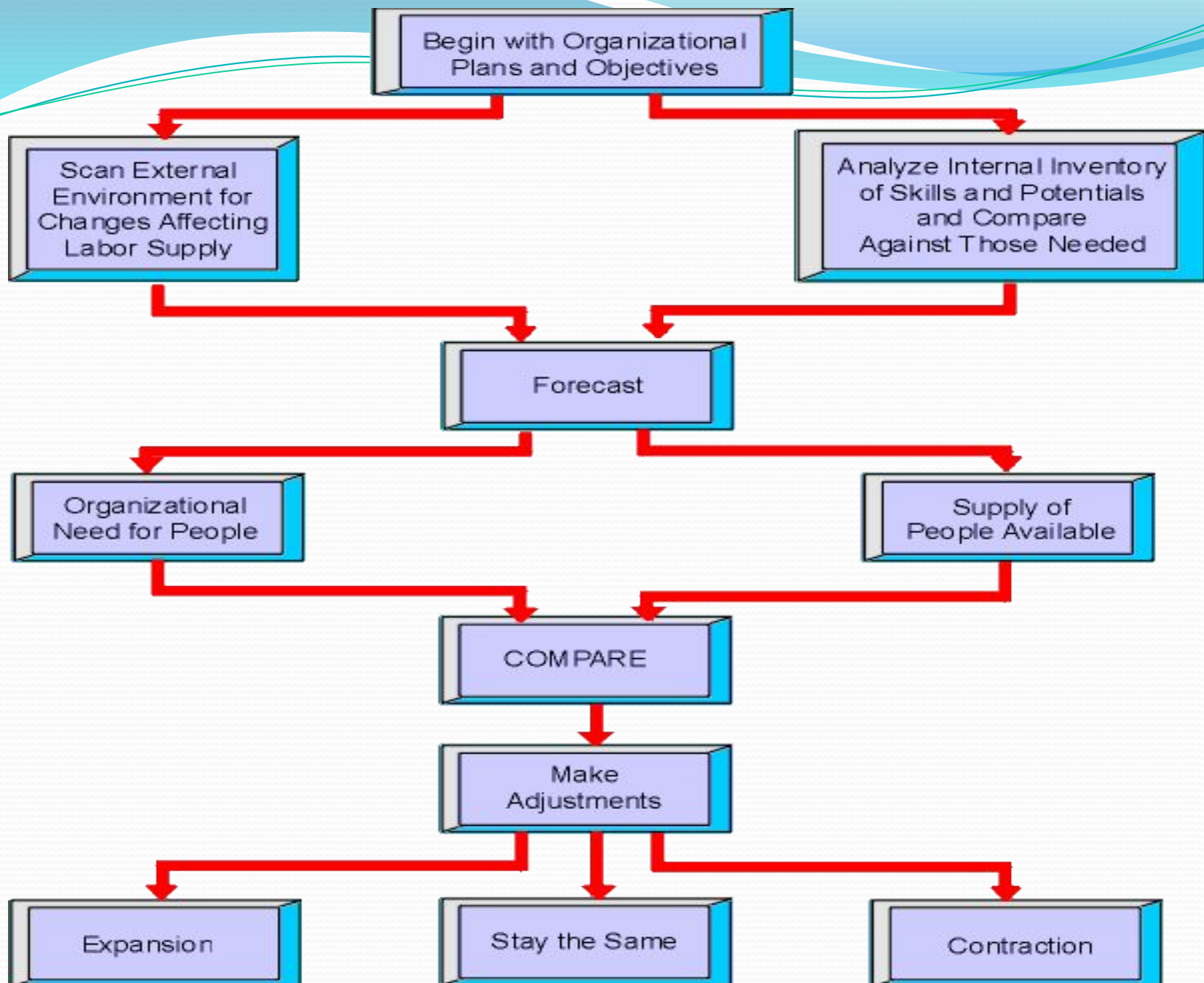


II. Why is it important?

- A. often long lag times to fill positions
- B. often influences both turnover and productivity
- C. the “demographic imperative” demands more such planning

Definition

- Right number of people with right skills at right place at right time to implement organizational strategies in order to achieve organizational objectives.



OBJECTIVES OF HRP

- HRP ensures adequate supply of manpower as and when required .
- HRP ensures proper use of existing human resources in the organization .
- Forecast future requirement of human resources with different skills .
- Assess the surplus and shortage of human resources over a period of time .
- Anticipate the impact of technology on jobs and requirement of human resources .
- Control the human resources already deployed in the organisation .

IMPORTANCE OF HRP

- Fulfils corporate need .
- Reduces the labour cost :- It works as a cost saving device . It maintain a balance between the demand and supply of human resources.
- Facilitates to increase the skill and ability .
- Provide promotions and other benefits .
- It prepares alterative human resources policy .
- It provides welfare measures to the employees. By way of residential accommodation, schools, hospitals, recreation, clubs .
- HRP enables the assessment of human resources for future requirements .
- HRP provides swot analysis of the employee .
- HRP enables organisation to meet the competitors in the market .
- HRP helps for growth and development of the organisation .



HRP Process

- Interfacing with strategic planning and scanning the environment
- Taking an inventory of the company's current human resources
- Forecasting demand for human resources
- Forecasting the supply of HR from within the organization and in the external labor market

Contd....

- Comparing forecasts of demand and supply
- Planning the actions needed to deal with anticipated shortage or overages
- Feeding back such information into the strategic planning process.

Barriers of HRP

- Resistance of Employers and Employees.
- Lack of continual selective hiring / based on merits.
- Lack of extensive training of human resources.
- Lack of employees security.
- Lack of sufficient of decentralization in the organization.
- Compensation not linked to organization performance.

FACTORS OF HRP

Internal factors:-

- 1) Company policy, 2) HR strategy ,3) Job analysis, 4) quality of information system, 5) marketing policy, 6) Trade unions .**

External Factors:

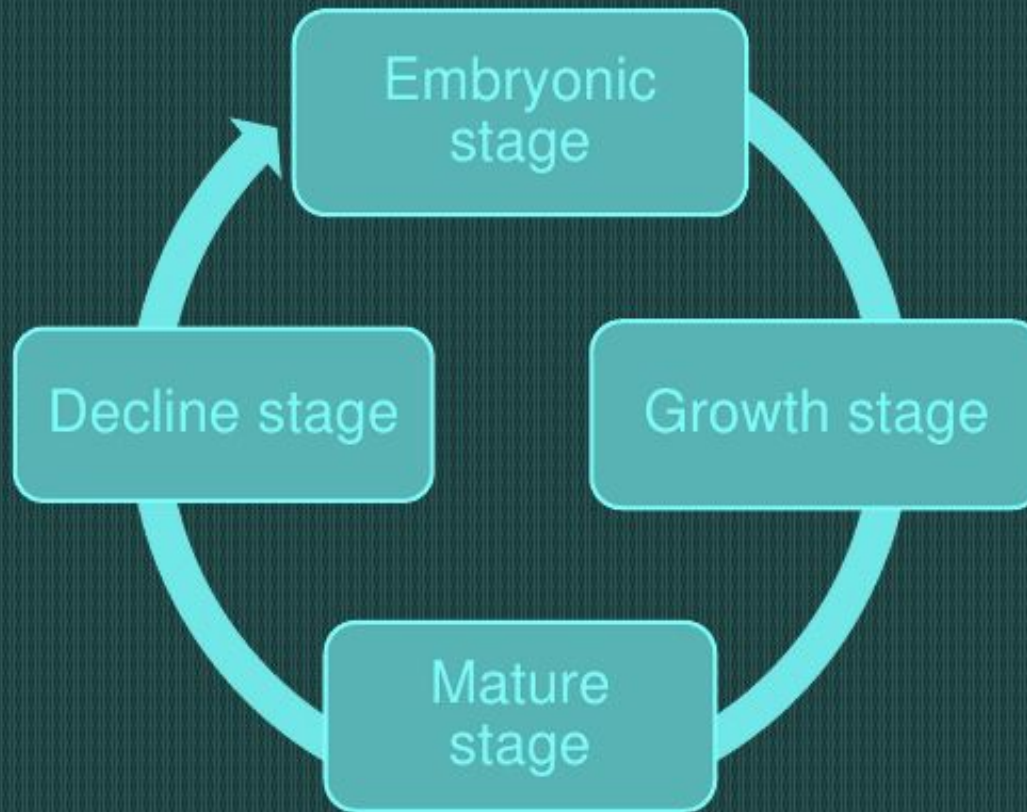
- 1)Government policy ,2) Level of Economic Development ,3) Business environment , 4) Level of technology , 5)International sources, 6) Outsourcing .**

TYPE & STRATEGY OF ORGANIZATION

- Type of organization
 - Production process involved
 - Number & type of staff needed
 - Supervisory &/or managerial personnel required

- Strategy of organization
 - Organization's HR needs
 - Growth - employees hired
 - Mergers - layoffs

ORGANIZATIONAL GROWTH CYCLES & PLANNING



ENVIRONMENTAL UNCERTAINTIES



- Recruitment, selection & training
- Balancing mechanisms:-
 - Succession planning
 - Layoffs
 - Flexitime & job sharing
 - Retirement