





Human Resources Planning



Definition :

process by which an organisation ensures that it has the right number & kind of people at the right place and at the right time, capable of effectively and efficiently completing those tasks that help the organisation achieve its overall objectives..

Importance

-  1) *Each Organisation needs personnel with necessary qualifications, skills, knowledge, experience & aptitude .*
-  2) *Need for Replacement of Personnel* - Replacing old, retired or disabled personnel.
-  3) *Meet manpower shortages due to labour turnover* - Indian Airlines, Gas Authority of India headless for 10 months.
-  4) *Meet needs of expansion / downsizing programmes* - As a result of expansion of IT companies the demand for IT professionals are increasing. PSU's offering VRS to employees to retrench staff and labour costs. DOT.COMs firing staff.



5) Cater to Future Personnel Needs - Avoid surplus or deficiency of labour.

75% of organisations are overstaffed. Redeployment of staff to other units.



6) Nature of present workforce in relation with Changing Environment - helps to cope with changes in competitive forces, markets, technology, products and government regulations.

Shift in demand from ERP to internet programming has increased internet programmers demand at Wipro, Infosys etc. ITI retrained its existing workforce in the new electronic telephone system.

Other uses

- i) quantify job for producing product / service
 - ii) quantify people & positions required
 - ii) determine future staff-mix
- iii) assess staffing levels to avoid unnecessary costs
- iv) reduce delays in procuring staff
- v) prevent shortage / excess of staff
- vi) comply with legal requirements

HRP Process - *Determination of Quality of Personnel*

Job Analysis

- 🔑 process of collecting and studying information relating to the operations and responsibilities of a specific job.
- 🔑 determination of tasks which comprise the job and of skills, knowledge, abilities and responsibilities required of the worker for a successful performance and which differentiates one job from all others.
- 🔑 products of Job Analysis are Job Description & Job Specification

Steps in Job Analysis

Collection of Organisational Structure Information



Selection of Representative Position to be Analysed



Collection of Job Analysis Data



Developing Job Description



Developing Job Specification

Collection of Data

Who Collects ?

- On-the-job Employees, Supervisors, Consultants / trade job analyst

What to Collect

- Physical & Mental activity involved
- Each task essential to achieve overall result
- Skill / Educational factor needed for the job

How to Collect ?

- Checklist, Interview, Observation, Participation, Technical Conference, Diary Method, Quantitative techniques

Areas in which information may be gathered :



Job title



Alternative title



Work performed



Equipment, Tools & Materials used



Reports & records made



Relation of the job to other jobs



Education & experience required



Physical, Mental & Visual effort required



Responsibility (for equipment, reports, performance) & duties



Supervision given & received



Hazards, Discomfort & Safety

Job Analysis

Process of Obtaining all pertinent Job Facts

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graph TD; A[Job Analysis  
Process of Obtaining all pertinent Job Facts] --> B[Job Description  
A proper definition & design of work. A statement containing:]; A --> C[Job Specification  
A statement of human qualifications necessary to do the job containing:];
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Job Description

A proper definition & design of work. A statement containing:

- Job Title
- Location
- Job Summary
- Duties & Responsibilities
- Materials, Tools & Equipment used
- Forms & reports handled
- Supervision given / received
- Working conditions
- Hazards & Safety precautions

Job Specification

A statement of human qualifications necessary to do the job containing:

- Education & Qualifications
- Experience & Training
- Knowledge & Skills
- Communication skills
- Physical requirements - Height, Weight, Age
- Personality requirements - Appearance, Judgement, Initiative, Emotional stability

Purpose / Use Of Job Analysis

Organisation & Manpower planning

Recruitment & Selection

Job Evaluation & Wage, Salary
administration

Job Re-engineering

Employee Training & Managerial
Development








Performance Appraisal

Health & Safety

HRP Process - *Determination of Quantity of Personnel*



Organisational Objectives & Policies

-  Downsizing / Expansion
-  Acquisition / Merger / Sell-out
-  Technology upgradation / Automation
-  New Markets & New Products
-  External Vs Internal hiring
-  Training & Re-training
-  Union Constraints

HR Demand Forecast

process of estimating future quantity and quality of manpower required for an organisation.

External factors - competition, laws & regulation, economic climate, changes in technology and social factors

Internal factors - budget constraints, production levels, new products & services, organisational structure & employee separations

Forecasting Techniques

1 Managerial Judgement - Managers discuss and arrive at a figure of inflows & outflows which would cater to future labour demand. #

1 Ratio-Trend Analysis - Studying past ratios, ie No. of Workers Vs Volume of Sales, forecasting future ratios and adjusting for future changes in the organisation..

1 Work-Study Technique - Used when length of operations and amount of labour required can be calculated. #

1 Delphi Technique - From a group of experts the personnel needs are estimated.

HR Supply Forecast

process of estimating future quantity and quality of manpower available internally & externally to an organisation.

Supply Analysis

Existing Human Resources

Internal Sources of Supply

External Sources of Supply

Existing Human Resources

Capability / Skills Inventory using HR Information System

General Information -			
Name:	Present Address:	Department:	
Sex:		Designation:	
DOB:		DOJ:	
Marital		Salary:	
Status:	Permanent Address:	Grade:	
Qualification -			
Degree/Diploma	Institution	Class	Year of Pass
Experience/Skills -			
Job Title/ Appointment	Organisation	Brief Responsibilities	Skill/ Specialisation
Outstanding Achievement / Additional Information -			
Awards	Performance	Disciplinary Action	
Promotions	Merit Rating	Absenteeism	
Achievements			
Career Plans:			

Internal Supply

1 Inflows & Outflows - The number of losses & gains of staff is estimated. ###

1 Turnover Rate - refers to rate of employees leaving.
$$= (\text{No. of separations in a year} / \text{Avg no. of employees during the year}) \times 100$$

1 Absenteeism - unauthorised absence from work.
$$= (\text{total absentees in a year} / \text{Avg no. of employees} \times \text{No. of working days}) \times 100$$

1 Productivity Level - $= \text{Output} / \text{Input}$. Change in productivity affects no. of persons per unit of output.

1 Movement among Jobs - internal source of recruitment, selection and placement

External Supply

External recruitment, selection & placement -
Advertisements, Manpower Consultants, Campus
Recruitment, Unsolicited Applications, Employee
Referrals

1 Yield ratios - are estimated in the process of hiring applications.

Hiring Process	Ratio	
Ad generates 2000 applications. 200 are potential	10:1	
Out of 200, 40 attend interview	5:1	Out
of 40, 30 were offered jobs	4:3	Out of 30,
20 accepted	3:2	Overall
Yield Ratio (2000:20)	100:1	

HR Programming

Balancing Demand and Supply

- ▮ Vacancies filled in by the right employee at the right time

HR Plan Implementation

Recruitment, Selection & Placement

Training & Development

Retraining & Redeployment

Retention Plan

Downsizing Plan

Control & Evaluation

- ↺↻ Are Budgets, Targets & Standards met?
- ↺↻ Responsibilities for Implementation & Control
- ↺↻ Reports for Monitoring HR Plan

Thank you