

of various kinds during the next five years. At this level, the committee will have before a person is developed into a better executive. The committee will have at its disposal all the records and statistics regarding employees turnover during the previous years, employees going to retire in future and so on. Past records regarding employees turnover due to death, retirements, resignations, terminations, etc., and absenteeism can be a good guide for manpower planning. After the manpower planning has been done at the top level, it will be integrated with the other organisational plans.

THE PROCESS OF HUMAN RESOURCE PLANNING

The process of manpower planning involves the following steps :

1. Determination of objectives of manpower planning.
2. Preparation of current manpower inventory.
3. Demand forecasting.
4. Supply forecasting.
5. Estimating the net manpower requirements.
6. Action plan for redeployment and redundancy.
7. Determination of job requirements of jobs to be filled.
8. Employment plan.
9. Training and development program.

Manpower planning is a continuous process as shown in Fig. 1. The manager responsible for manpower planning has to be concerned with all the steps at all time. He may have to revise employment plan and training and development programme from time to time depending upon the changes in circumstances such as sudden changes in volume of production, unexpected high rate of labour turnover, obsolescence of existing skills and so on. A brief explanation of the steps in the manpower planning process is given below :

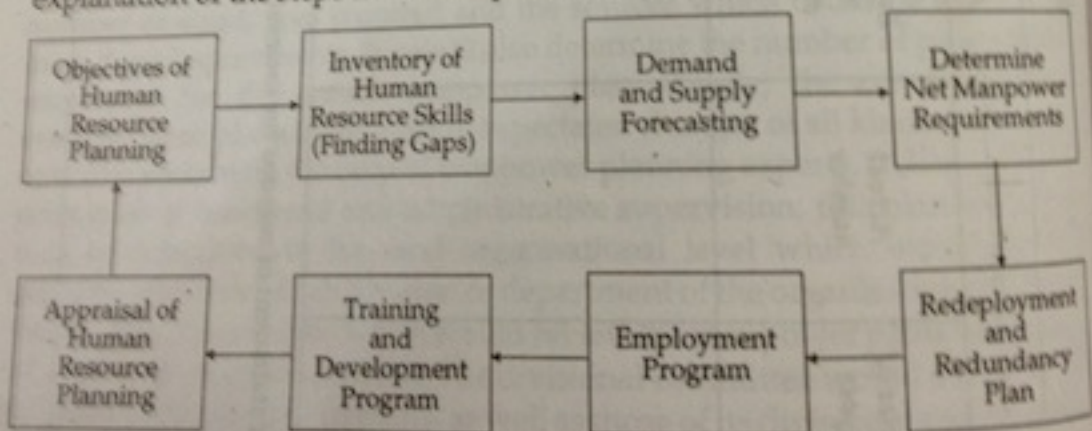


Fig. 1. The Manpower/Human Resource Planning Process.