



Fig. 4.1 The process of human resource planning

HRP should help management in making decisions concerning recruitment, the avoidance of redundancies, training and staff development, and the estimation of the costs of employing labour. Sometimes redundancies can be avoided through the preparation of '*skills inventories*' (i.e., detailed listings of all the competencies, work experiences and qualifications of current employees—even those characteristics not relevant to present occupations). The purpose of a skills inventory is to inform management of all the jobs that existing employees might be capable of undertaking.

4.2.2 Recent Trends in Human Resource Planning

Human resource planning deals with anticipating staffing requirements, taking into account current and likely future demand for skills, and the probable availability of individuals with such skills. It means that this definition deals with policies and programmes that are used in coordinating supply and demand in order to attain the goals desired.

While it has frequently been stated that human resources are a nation's and an organization's most valuable asset, there has been, paradoxically, a relative lack of attention to this critical resource. Financial planning, product planning, physical facilities planning, market planning and the like are probably more advanced in most organizations than is manpower planning.

The recent trend towards greater emphasis on human behaviour and social awareness will probably accelerate interest in manpower planning in all governmental, institutional, and business organizations. The bureaucratic and mechanistic emphasis on the non-human physical systems and economic goals will have to give way, partially, to concern about people as part of systems.