

What is Human Resource Planning?

“an effort to anticipate future business and environmental demands upon and organization and to provide personnel to fulfil that business and satisfy that demand”(Bowey, 1974)

Human resource planning must be integrated within the organizations strategic plans Senior management must emphasize the importance of human resource planning Human resource planning must be based on the most accurate information available.

Human resource planning is the process of analyzing staffing needs and identifying actions that should be taken to satisfy them over time.

Definition

- ▶ Process by which an organization 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 organization achieve its overall objectives.

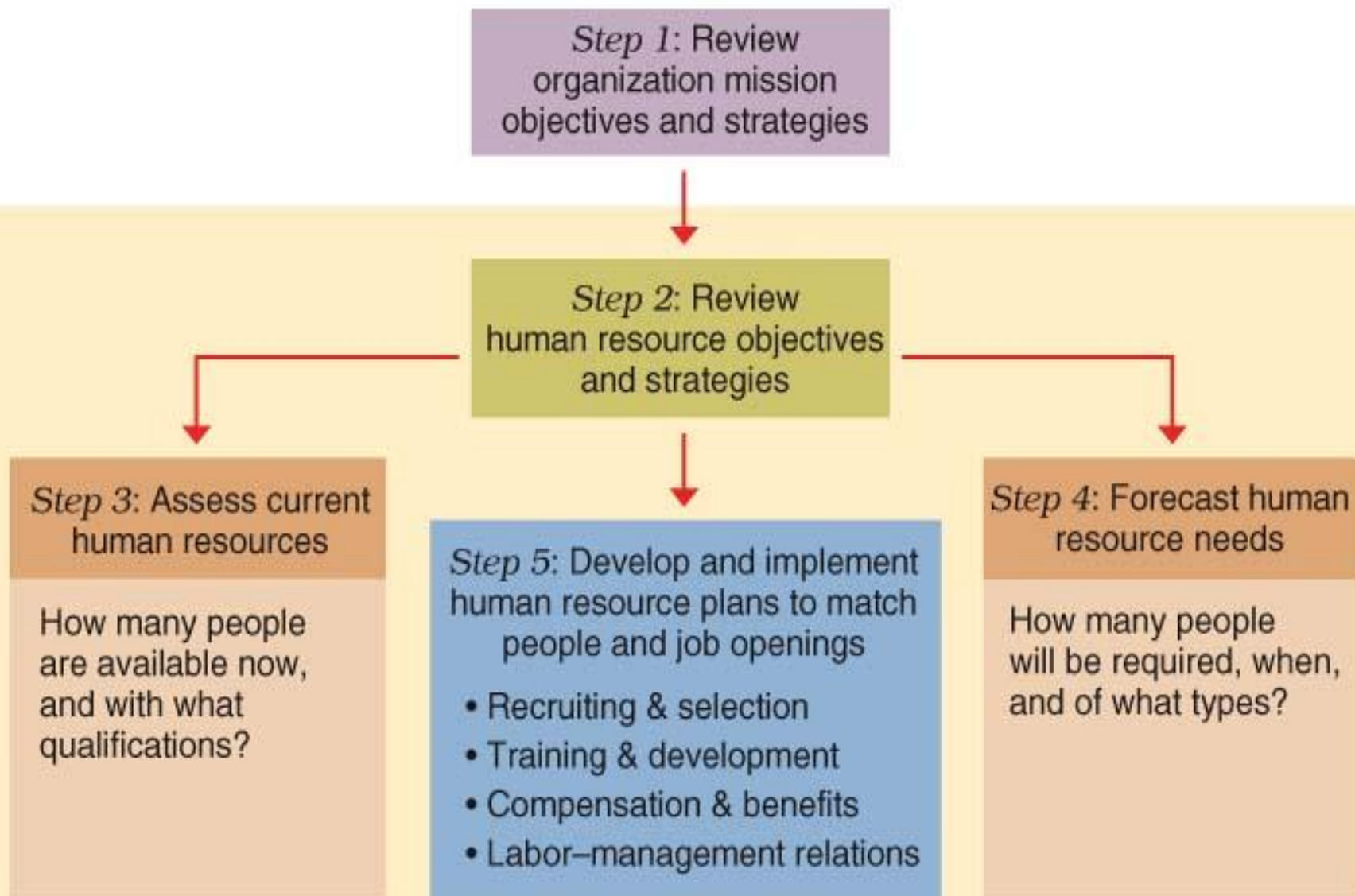
Objectives of HRP

- ▶ Optimum use of HR
- ▶ Meeting future manpower needs
- ▶ Scientific recruitment
- ▶ Provision of adequate manpower
- ▶ Development of manpower

Importance

- ▶ *Each Organisation needs personnel with necessary qualifications, skills, knowledge, experience & aptitude .*
- ▶ *Need for Replacement of Personnel* - Replacing old, retired or disabled personnel.
- ▶ *Meet manpower shortages due to labour turnover* – Indian Airlines, Gas Authority of India headless for 10 months.
- ▶ *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.
- ▶ *Cater to Future Personnel Needs* - Avoid surplus or deficiency of labour.
- ▶ *Nature of present workforce in relation with Changing Environment* - helps to cope with changes in competitive forces, markets, technology, products and government regulations.

Steps in human resource planning



Steps

- ▶ Analyzing organisational plans
- ▶ Forecast demand for HR
- ▶ Forecasting supply of H
- ▶ Estimating manpower gaps
- ▶ Finalizing action plan
- ▶ Monitoring and control

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

Job Analysis

Process of Obtaining all pertinent Job Facts

Job Description

A proper definition and 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

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▶ Recruitment

- the process of attracting qualified job candidates to fill vacant positions; realistic job previews try to provide candidates with accurate information on the job and organization.

▶ Selection

- Choosing whom to hire from a field of qualified applicants

RECRUITMENT

➤ Recruitment

- Activities designed to attract a qualified pool of job applicants to an organization.
- Steps in the recruitment process:
 - Advertisement of a job vacancy.
 - Preliminary contact with potential job candidates.
 - Initial screening to create a pool of qualified applicants.

RECRUITMENT METHODS

➤ Recruitment methods:

- External recruitment — candidates are sought from outside the hiring organization.
- Internal recruitment — candidates are sought from within the organization.

Sources of recruitment: **Internal and External sources**

- **Internal source – Selecting suitable candidate from among the current employees in an organization**
- **Promotions from within, Transfers, Internal Notifications, retirements, recalls, Former employees and succession planning.**

Advantages:

- **Builds employee morale**
- **Involves less cost than booking for outside**
- **Facilitates people to be places in the middle and top level positions**
- **Reduce labour turnover**

External source of recruitment

- **Campus recruitment**
- **Walk in/write in**
- **Advertising**
- **Private placement agencies**
- **Government – employment exchanges**
- **Deputation of personnel**
- **Head hunters**
- **Professional associations**

Advantages:

- ▶ Entry of young blood
- ▶ Wide scope for selection
- ▶ Suitable persons if not available fulfill by external sources
- ▶ Reduce heartburn and jealousy in the organisation

Electronic recruiting

- Recruitment thru internet
- Advantage is wide publicity and a chance for a large number of applicants to choose
- Best method to be assessed depends upon:
 - Cost per hire
 - Number of resumes
 - Time-lapse between recruitment and placement ratio
 - Applicant performance and turnover

SELECTION

➤ Selection

- Choosing from a pool of applicants the person or persons who offer the greatest performance potential.

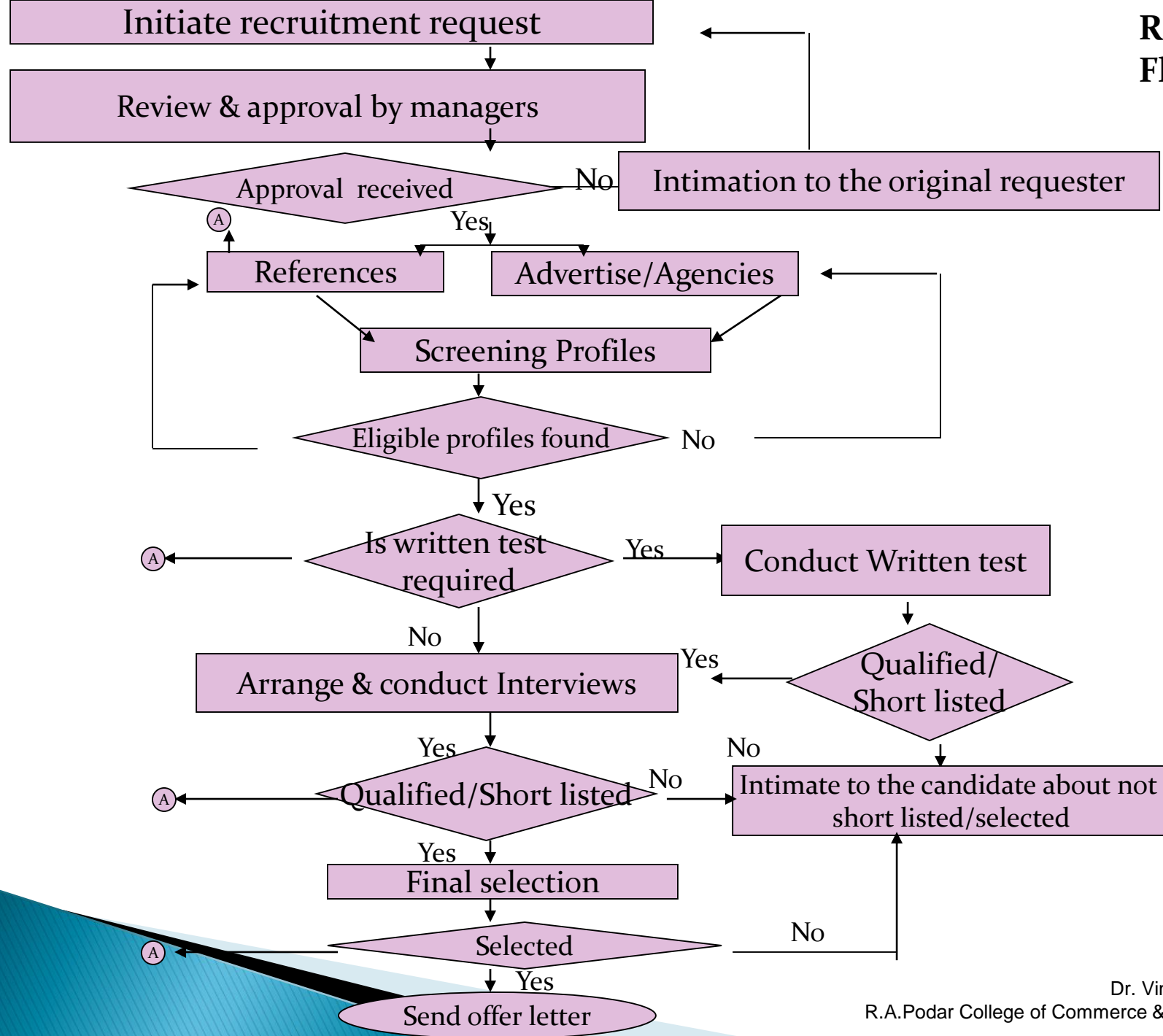
➤ Selection Steps

- Completion of a formal application form.
- Interviewing.
- Testing.
- Reference checks.
- Physical examination.
- Final analysis and decision to hire or reject.

Steps in recruitment process



Recruitment Flow Chart



Retention of employees

- Planning ahead
- Clarity in job requirements
- Identify a good source of recruitment
- Screening and interviewing
- Providing challenging work
- Focus on compensation and working conditions

Employment Tests

- ▶ Intelligence Tests
- ▶ Vocational aptitude Tests
- ▶ Analytical Tests
- ▶ Synthetic Tests
- ▶ Trade Tests
- ▶ Personality Tests

Interviews

- ▶ Informal Interview
- ▶ Formal Interview
- ▶ Panel Interview
- ▶ Patterned/Structured Interview
- ▶ Non-Directive/Unstructured Interview
- ▶ Group Interview
- ▶ Stress Interview
- ▶ Depth Interview

SOCIALIZATION & ORIENTATION

➤ Socialization

- Process of influencing the expectations, behavior, and attitudes of a new employee in a way considered desirable by the organization.

➤ Orientation

- Set of activities designed to familiarize new employees with their jobs, coworkers, and key aspects of the organization.

Placement and Induction

- **Placement** is next to selection.
- The determination of the job to which an accepted candidate is to be assigned and his assignment to that job.
- **Induction** is next to Placement
- It is the process that introduces an employee to the job, co-workers and the organization
- It is usually the responsibility of the HR department to conduct induction process.
- Formal & Informal

Immediate supervisor might introduce the following steps:

- Welcomes the newcomer
- Explains the overall objectives of the company and his role
- Shows the location or place of work
- Hands over the rule book or job descriptions
- Provides details about training and promotional advancements
- Discusses working conditions