

Chapter 3

Human Resource Planning



Human Resource Planning

Human resource planning systematically forecasts an organization's future demand for and supply of employees and matches supply with demand.

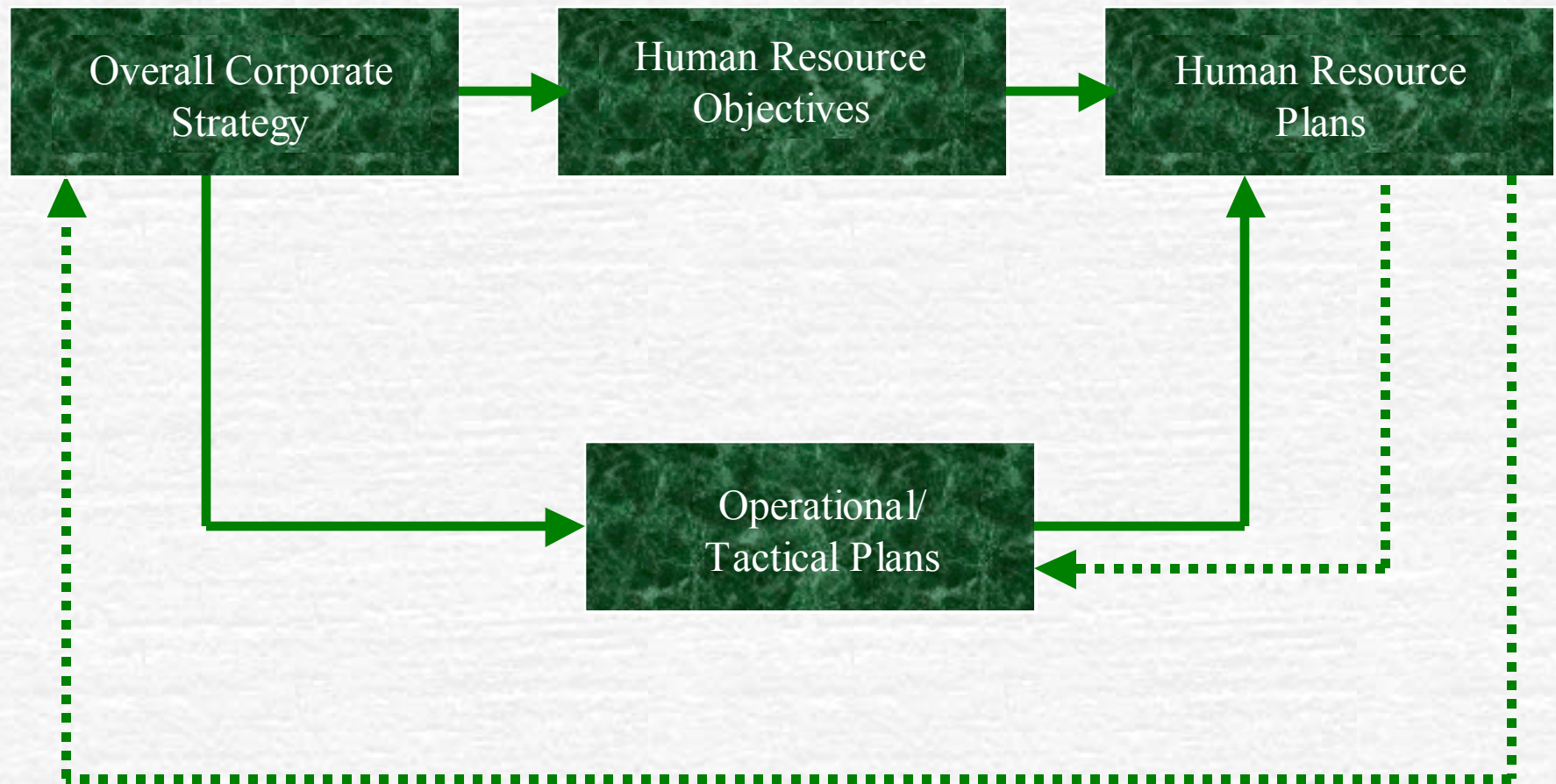


The Relationship of Human Resource Planning to Strategic Planning

- The effectiveness of human resource planning determines the very survival of an organization in the long run
- Different organizational strategies require varying human resource plans
- Human resource planning facilitates proactive response to environmental and legal challenges
- Tactical plans, to be successful, require matching human resource plans

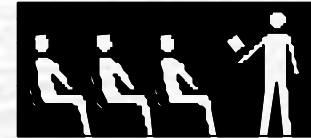


Relationship Between Strategic and Human Resource Plans



Uses of Human Resource Planning

- Improve the utilization of human resources
- Match human resource related activities and future organization objectives efficiently
- Achieve economies in hiring new workers
- Expand the human resource management information base to assist other human resource activities and other organizational units
- Make major demands on local labour markets successfully
- Co-ordinate different human resource management programs such as employment equity plans and hiring needs





Causes of demand for Human Resources in the Future

External

- Economic developments
- Social-political-legal challenges
- Technological changes
- Competitors

Organizational

- Strategic plans
- Budgets
- Sales and production forecasts
- New ventures
- Organization and job designs

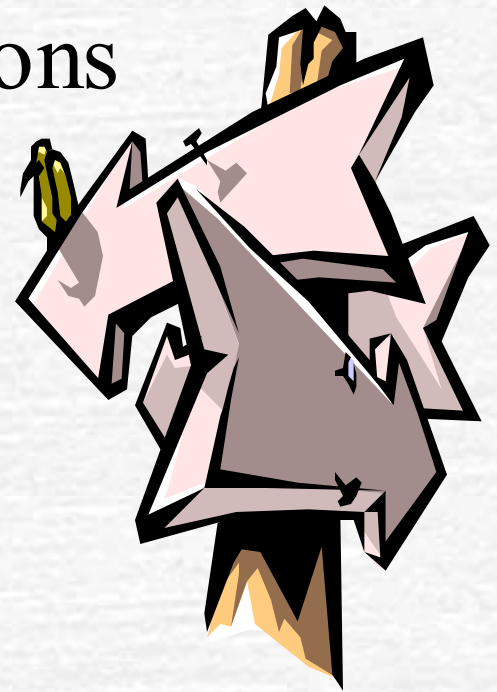
Workforce

- Retirement
- Resignations
- Terminations
- Deaths
- Leaves of absence

Forecasting Human Resource Needs

Expert

- Informal and instant decisions
- Formal expert survey
- Delphi technique



Forecasting Human Resource Needs

Trend

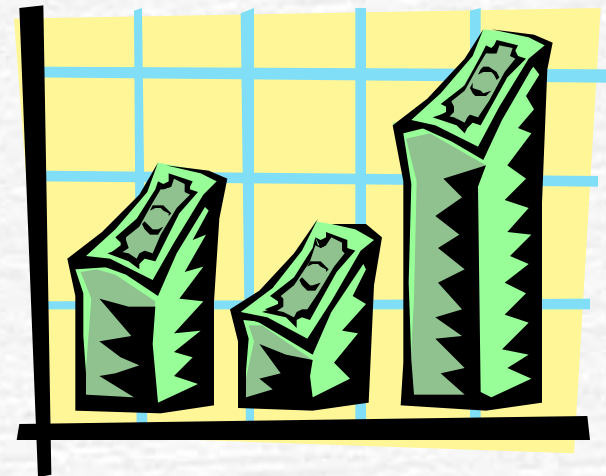
- Extrapolation
- Indexation
- Statistical analysis



Forecasting Human Resource Needs

Other

- Budget and planning analysis
- New-venture analysis
- Computer models



Forecasting Human Resource Needs

A Partial Staffing Table for a City Government
Metropolis City Government Staffing Table

Date Compiled: _____

Anticipated Openings by Months of the Year

Budget Code #	Job Title (as found) on Job Description	Using Department (s)	Total	Anticipated Openings by Months of the Year											
				1	2	3	4	5	6	7	8	9	10	11	12
100-32	Police Recruit	Police	128	32			32				32			32	
100-33	Police Dispatcher	Police	3	2					1						
100-84	Meter Reader	Police	24	2	2	2	2	2	2	2	2	2	2	2	2
100-85	Traffic Supervisor	Police	5	2			1				1			1	
100-86	Team Supervisor -Police (Sergeant)	Police	5	2			1				1			1	
100-97	Duty Supervisor - Police (Staff Sergeant)		2	1						1					
100-99	Shift Officer - Police (Inspector)	Police	1	1											
200-01	Car Washer	Motor Pool	4	1			1				1			1	
200-12	Mechanic's Assistant	Motor Pool	3				1				1			1	
200-13	Mechanic III	Motor Pool	2	1										1	
200-14	Mechanic II	Motor Pool	1							1					
200-15	Mechanic I (Working Supervisor)	Motor Pool	1	1											
30-01	Clerk IV	Admin.	27	10			5				6			6	

The supply of Human Resource

Internal Supply Estimates

- Human resource audits
- Replacement charts
- Markov analysis



The supply of Human Resource

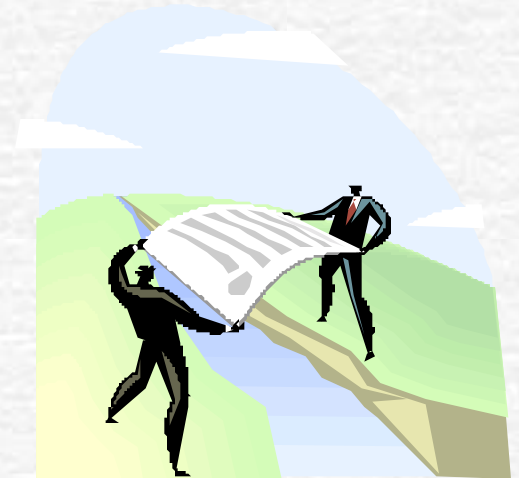
External Supply Estimates

- Labour market analysis
- Community attitudes
- Demographics



Managing Oversupply

- Hiring freeze
- Early retirement offers
- Job sharing
- Use of part-time workers
- Internal transfers



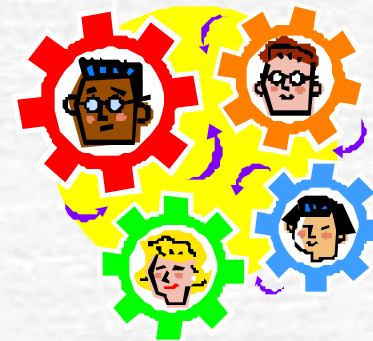
Managing Oversupply

- Layoffs
- Leave without pay
- Loaning
- Termination
- Outplacement



Overcoming Employee Shortages

- Overtime
- Part-time workers
- Temporary employment agencies
- Transfers
- Contract workers
- Promotions
- Full-time employees





Human Resource Information System (HRIS)

A Human Resource Information System (HRIS) is a system used to collect, record, store, analyze and retrieve data concerning an organization's human resources





Contents of an HRIS

- ☞ Wage and salary data
- ☞ Benefits
- ☞ Staff profile
- ☞ Grievances
- ☞ Training and development
- ☞ Health and safety
- ☞ Succession plans
- ☞ Job families
- ☞ Employee information
- ☞ Organizational data
- ☞ Demographics
- ☞ Environmental and census data
- ☞ Productivity data