**MODULE 1
SESSION 3**

GALGOTIAS
U N I V E R S I T Y

TOPICS TO BE COVERED

- Factors affecting human resource planning (HRP)

- Problems and limitations of human resource planning

- Strategy-linked HRP

- Time frame of HRP

FACTORS AFFECTING PLANNING

1. Organisation HR policies on recruitment, promotion, succession management and career planning, retirement, workforce mix etc

2. organizational values and strategies

   – values - If the values longevity of employees, then the HR plan might adopt that a strategy to recruit and promote from within.

– Strategy

   • How does the organization intend to use HR to achieve business strategy

   • If an organization is pursuing a diversification strategy, then the HR plan should ensure that it is prepared with staff that can help the firm achieve its strategy, e.g. new organization structure, recruitment and selection, training etc

FACTORS AFFECTING PLANNING (CONT..)

3. Changing demographic - more young, more old, more educated If the markets of labour changes to more young, more old, more women or more educated people etc, then the job descriptions, compensations strategies and general way of working might have to change to suit these groups

4. Government policy. Requirement for gender balance, disability employment, mandatory retirement age

5. The type of people employed and the task they perform.

   – An organisation may not need to plan very far in advance for unskilled labour, since they will usually be in abundant supply.

   – Certain high skills job require planning activities that project a year or two into the future. Planning for executive replacement may need even 5 years ahead

PROBLEMS AND LIMITATIONS OF HUMAN RESOURCE PLANNING

In spite of many benefits and uses of human resource planning there are many problems and limitations attached with it such as-

• It is a general thinking that if the people are available in abundance why to spend money and time on them, which is one of the greatest yardsticks in HRP.

• Due to the certain inherent limitations of forecasting in itself human resource forecasting becomes tricky as well.

• Predictions with the reasonable degree of accuracy based on future vacancies due to retirements, marriages, deaths and resignations can be made. However its risky to take decisions on these predictions as these are not specific enough.

• HR Planning requires wholehearted support of top management to be a success.

• Human Resource Planning is based on data relating to human resource which are not maintained in a proper way in some of the organization. Hence, in the absence of these reliable data, process of HRP becomes very difficult.

• HRP is an expensive and time consuming process. Employees in some of the organization may resist it as according to them it may increase cost of production.

• HRP must be handled by an expert personnel which is not seen often. Many HR personnel and specialists do not understand the whole HRP process and in absence of this planning cannot be effective.

STRATEGY-LINKED HRP

- HRP is not the responsibility of HR managers only

- Has to be do done together with operating managers

-a close working relationship

- Hr managers provide with the structure and support

- Top Management support should be there

TIME FRAME OF HRP

- Short term   : (0-2) years
- Intermediate : (2-5) years
- Long Range   :(beyond 5 years)

SHORT RANGE

- **Demand:**

✓ Individuals leave,

✓ lay-offs,

✓ technological expansion,

✓ new regulations

Supply:

- Departmental

✓Expected Promotions

✓**Number and Kinds of employees needed**

- **NUMBER OF WORKERS**

- **KINDS OF WORKERS**

- **DATES WHEN NEEDED**

- **LEVELS OF NEEDS**

INTERMEDIATE

- **Demand**

✓ Needs from plans and budgets

✓ Any expansion or adjustment of plan

- **Supply**

✓ Hr vacancies expected

✓ Managerial and supervisor development plan

LONG RANGE

- More focus on long term Environmental changes (technology or culture)
- Management expectations of changing characteristics of employees and future available human resources

REFERENCES

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