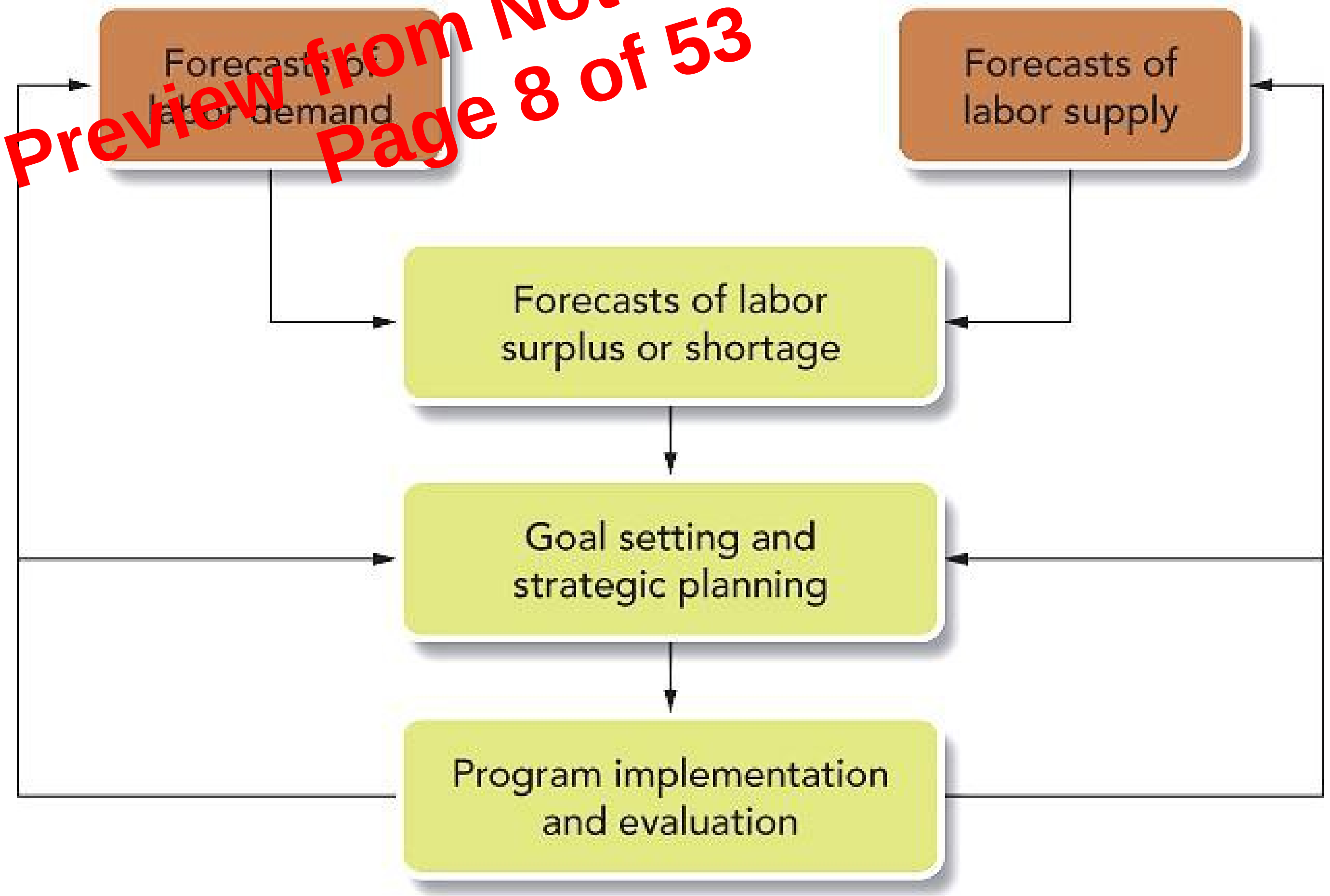
Definition

- Human Resource planning is **“the process by which a management determines how an organization should make from its current manpower position to its desired manpower position (E.W. Vetter)**
- The systematic and continuing process of **analysing an organisation's human resource needs** under changing conditions and developing personnel policies appropriate to the long term effectiveness of the organisation.
- An integral part of corporate planning and budgeting procedures

Overview of the Human Resource Planning Process



1. ANALYSIS OF THE WORKFORCE

- INVENTORIES OF THE EXISTING WORKFORCE
- SUCCESSION PLANS-to determine the type and calibre of managers available to succeed senior or middle managers who retire or leave
- MOVEMENT OF EMPLOYEES-promotions and transfers
- USE OF STAFF-overtime working, Absenteeism, ineffective or wasted time or efficiency in the use of labour
- LABOUR TURNOVER-an analysis of the rates at which staff are leaving employment & of trends of such turnover
- COSTS-to know at which point recruitment becomes most cost-effective than increased overtime working.

Forecasting techniques

1. **Zero based Forecasting**: uses the **org current level of employment as a starting point for determining future staff needs**

   Need to give justification for filling position if people exit, retire or get fired

2. **Bottom Up approach/Staffing Table**: **Graphic representation of all jobs along with number of employees currently occupying those jobs**

   Each level in the org (starting with the lowest) , forecasts its requirement , ultimately providing an aggregate forecast of employee needed

HRP should be:

- Done to guide and coordinate all HR activities so they work together to support the overall strategy
- Responsive to internal and external environment
- Planning - done in advance
- Strategic - linked with higher level planning
- Needs to be flexible
- Needs to be process driven

- **Advantage of External Recruitment**

1) Create new opportunities for job seekers and experience employees.
2) Branding increases externally.
3) More applicants from external employees resulting pool of rich source of candidates of unique employees.
4) Increases business strategy because external candidates of unique skills can take business to extra mile.
5) No partiality among unique employees.
6) Ability to recruit the candidates with special skills employer need.
7) No need of training as experienced external

SELECTION

- Selection means a process by which the qualified personnel can be chosen from the applicants who have offered their services to the organisation for employment.
- The Selection process divides the candidates for employment into two classes—those who will be offered employment and those who will be rejected. Thus the selection process is a negative function because it attempts to eliminate applicants, leaving only the best to be placed in the organisation.

- 3. **Employment Interview:** The next step in selection is employment interview. Here interview is a formal and in-depth conversation between applicant's acceptability. It is considered to be an excellent selection device. Interviews can be One-to-One, Panel Interview, or Sequential Interviews. Besides there can be Structured and Unstructured interviews, Behavioral Interviews, Stress Interviews.
- 4. **Reference & Background Checks:** Reference checks and background checks are conducted to verify the information