Human Resource Planning is the process by which a management determines how an organisation should move from its current man power position to its desired man power position. Through planning a management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organisation and the individual receiving the maximum long-range benefit.

Definitions of Human Resource Planning:

1. Coleman has defined Human Resource Planning as—the process of determining man power requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation.

2. According to Wikstrom, Human Resource Planning consists of a series of activities, viz.,

   a. Forecasting future man hour requirements, either in terms of mathematical projections of trends in the economic environment and developments in industry, or in terms of judgemental estimates based upon the specific future plans of a company;

   b. Making an inventory of present man power resources and assessing the extent to which these resources are employed optimally;

   c. Anticipating man power problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively.

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NEED AND IMPORTANCE OF HUMAN RESOURCE PLANNING

Objectives of HR Planning
The major objectives of Human Resource Planning in an organisation are to:

1. Ensure optimum use of human resources currently employed;
2. Avoid balances in the distribution and allocation of human resources;
3. assess or forecast future skill requirements of the organisation's overall objectives;
4. provide control measure to ensure availability of necessary resources when required;
5. control the cost aspect of human resources;
6. formulate, transfer and promotion policies

**STEPS IN HUMAN RESOURCE PLANNING**

**Analyses are of organisational Plans and Objectives:**

Human resource planning is a part of overall plan of organisation. Plans concerning technology, production, marketing, finance, expansion and diversification give an idea about the volume of future work activity. Each plan can further be analysed into sub-plans and detailed programmes.

**Forecasting Demand for Human Resources:** Human resource planning starts with the estimation of the number and type of personnel required at different levels and in different departments. The main steps involved in HRP process are:

(a) to determine and to identify present and prospective needs of human resource,
b. to discover and recruit the required number of persons.
(c) to select the right number and type from the available people.
(d) to hire and place in the positions for which they are qualified,
(e) to provide information to the selected people about the nature of work assigned to them,
(f) to Promote or to transfer as per the needs and the performance of employees.

**Forecasting Supply of Human Resources:** One of the important areas of human resources planning is to deal with allocation of persons to different departments depending upon the work-load and requirements of the departments.

Estimating Man Power Gaps: Net human resource requirements or man power gaps can be identified by comparing demand and supply forecasts. Such comparison will reveal the deficit or surplus of human resources in future. Deficits suggest the number of persons to be recruited from outside where as surplus implies redundant to be redeployed or terminated.

Matching Demand and Supply: It is one of the objectives of human resource planning to assess the demand for and supply of human resources and match both to know shortages and surpluses on both the sides in the intending number. This will enable the human resource department to know over staffing or under staffing.

**Current Interest in HR Planning**

Major reasons for the present emphasis on man power planning include the following:

**Employment-Unemployment Situation:** Though in general the number of
educated unemployed is on the rise, there is an acute shortage of a variety of skills. This emphasises the need for more effective recruitment and retaining people.

**Technological Change:** The changes in production technologies, marketing methods and management techniques have been extensive and rapid. Their effect has been profound on job contents and contexts. These changes can cause problems relating to redundancies, retraining and redeployment. All these contribute to the need to plan human resource needs intensively and systematically.

**Organisational Change:** In turbulent environment marked by cyclical fluctuations and discontinuities the nature and pace of changes in organisational environment, activities and structures affect human resource requirements and require strategic consideration.

**Demographic Changes:** The changing profile of the work force in terms of age, sex, literacy, technical inputs and social background have implications for human resource planning.

**Skill Shortages:** Government control and changes in legislation with regard to affirmative action for the disadvantaged groups, working conditions and hours of work, restrictions on women and child employment, casual and contract labour, etc.

**Legislative Controls:** The days of executive fiat and hire and fire policies have passed. Now legislation makes it difficult to reduce the size of an organisation quickly and cheaply. It is easy to increase but difficult to reduce the numbers employed because of recent changes in labour law relating to lay-off and sand closures. Those responsible for managing human resources must look far ahead and attempt to foresee human resource position.

**Impact of Pressure Groups:** Pressure groups such as unions, politicians and persons displaced from land by location of giant enterprises have been raising contradictory pressures on enterprise management in areas such as internal recruitment and promotions, preference to employees’ children, displaced persons, sons of the soil etc.

**Systems Concept:** The spread of systems thinking and the advent of micro computer as part of the on-going revolution in information technology emphasises planning and adopting newer ways of handling volume in oust personnel records.
JOB ANALYSIS

INTRODUCTION

Job Analyses is a procedure, by which pertinent information is obtained about a job, i.e., it is a detailed and systematic study of information relating to the operation and responsibilities of a specific job. An authority has defined job analysis as—the process of determining, by observation and study, and reporting pertinent information relating to the nature of a specific job...—It is the determination of the tasks which comprise the job and of the skills, knowledge, abilities and responsibilities required of the worker for a successful performance and which differentiate one job from all others.

Information provided by Job Analysis

Job analyses provides the following information:

1. **Job Identification**: Its title, including its code number;

2. **Significant Characteristics of a Job**: Its location, physical setting, supervision, union jurisdiction, hazards and discomforts;

3. **What the Typical Worker Does**: Specific operation and tasks that make up an assignment, their relative timing and importance, their simplicity, routine or complexity, the responsibility or safety of others for property, funds, confidence and trust;

4. **Which Materials and Equipment a Worker Uses**: Metals, plastics, grains, yarns, milling machines, punch presses and micrometers;

5. **How a Job is Performed**: Nature of operation-lifting, handling, cleaning, washing, feeding, removing, drilling, driving, setting-up and many others;

6. **Required Personal Attributes**: Experience, training, apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes, social skills;

**SOURCES OF INFORMATION FOR JOB ANALYSIS**

The make-up of a job, its relation to other jobs, and its requirements for competent performance are essential information needed for a job analysis. Information on a job may be obtained from three principal sources:

- From the employees who actually perform a job;

- From other employees such as supervisors and foremen who watch the workers doing a job and there by acquire knowledge about it; and

- From outside observers specially appointed to watch employees performing a job. Such outside persons are called the trade job analysts. Sometimes, special job reviewing committees are also established.
Methods of Job Analysis
Four methods or approaches are utilised in analysing jobs.

These are:
Personal Observation: The materials and equipment used, the working conditions and probable hazards, and understandings of what the working involves are the facts which should be known by an analyst.

Sending out of Questionnaires: This method is usually employed by engineering consultants. Properly drafted questionnaires are sent out to job-holders for completion and are returned to supervisor’s. However, the information received is often unorganised and incoherent. The idea in issuing questionnaire is to elicit the necessary information from job-holders so that any error may first be discussed with the employee and, after due corrections, may be submitted to the job analyst.

Maintenance of Long Records: The employee maintains a daily record of duties, marking the time at which each task is started and finished. But this system is incomplete, for it does not give us any desirable data on supervisor relationship, the equipment used, and working conditions. Moreover, it is time-consuming.

Personal Interviews may be held by the analyst with the employees, and answers to relevant questions may be recorded. But the method is time-consuming and costly.

Purposes and Uses of Job Analysis
A comprehensive job analysis programme is an essential ingredient of sound personnel management. It is fundamental to man power management programmes because the results of job analysis are widely used throughout the programmes.

Organisation and Manpower Planning: It is helpful in organisational planning and specifically to define labour needs in concrete terms and coordinates the activities of the work force, and clearly divides duties and responsibilities.

Recruitment and Selection: By indicating the specific requirements of each job (i.e., the skills and knowledge), it provides a realistic basis for hiring, training, placement, transfer and promotion of personnel.

Wage and Salary Administration: By indicating the qualifications required for doing specified jobs and the risks and hazards involved in its performance, it helps in salary and wage administration. Job analysis is used as a foundation for job evaluation.

Job Re-engineering: Job analysis provides information which enables us to change jobs in order to permit their being manned by personnel with specific characteristics and qualifications. This takes two forms:

Industrial Engineering Activity, which is concerned with operational analysis, motion study, work simplification methods and improvements in the place of work and its measurement, and aims at improving efficiency, reducing unit labour costs, and establishing the production standard which the employee is expected to meet; and
JOB DESCRIPTION

Job description is a written record of the duties, responsibilities and requirements of a particular job. It is concerned with the job itself and not with the work. It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards. In other words, it tells us what is to be done and how it is to be done and why. It is a standard of function, in that it defines the appropriate and authorised contents of a job.

A job description contains the following:

**Job identification**, which includes the job title, alternative title, department, division, plant and code number of the job. The job title identifies and designates the job properly. The department division, etc. Indicate the name of the department where it is situated- whether it is the maintenance department, mechanical shop etc. The location gives the name of the place.

**Job Summary** serves two important purposes. First it provides a short definition which is useful as additional identification information when a job title is not ad equate. Second, it serves as a summary to orient the reader toward an understanding of detailed information which follows. It gives the reader a—quick capsule explanation of the content of a job usually in one or two sentences.

**Job duties** give us a comprehensive listing or the duties together with some indication of the frequency of occurrence or percentage of time devoted to each major duty. It is regarded as the heart of a job.

**Relation to other jobs:** This helps us to locate the job in the organisation by indicating the job immediately below or above it in the job hierarchy. It also gives us an idea of the vertical relationships of work flow and procedures.

**Super vision:** Under it is given the number of persons to be supervised along with their job titles, and the extent of supervision involved—general, intermediate or closes upper vision.

**Working conditions** usually give us information about the environment in which a job holder must work. These include cold, heat, dust, wetness, moisture, fumes, odour, oily conditions, etc. obtaining inside the organisation.

Information about jobs can be had from:

1. Observation of employees while on work;
2. Study of specially maintained diaries;
3. Ewe of Critical incidents; and,
4. Discussions with departmental heads and outside experts or consultants.

A job description enables us to frame suitable questions to be asked during an
interview. It is particularly helpful when the application from is, used as a tool for laminating the unfit personnel. A job description helps us in:

(i) Job grading and classification;
(ii) Transfers and promotions;
(iii) Defining and outlining promotional steps;
(iv) Establishing a common understanding of a job between employers and employees;
(v) Investigating accidents;
(vi) Indicating faulty work procedures or duplication of papers;
(vii) Maintaining, operating and adjusting machinery;
(viii) Time and motion studies;
(ix) Defining the limits of authority;

**JOB SPECIFICATION**

Job Specification is a standard of personnel and designates the qualities required for an acceptable performance. It is a written record of the requirements sought in an individual worker for a given job. In other words, it refers to a summary of the personal characteristics required for a job. It is a statement of the minimum acceptable human qualities necessary for the proper performance of a job.

Job specifications relate to:

- Physical characteristics, which include health, strength, endurance, age-range, body size, height, weight, vision, voice, poise, eye, hand and foot co-ordination, motor co-ordination, and colour discrimination.

- Psychological characteristics or special aptitudes which include such qualities as manual dexterity, mechanical aptitude, ingenuity, judgment, resourcefulness, analytical ability, mental concentration and alertness.

a. Personal characteristics traits of temperament such as personal appearance, good and pleasing manners, emotional stability, aggressiveness or submissiveness, extroversion; or, introversion, leadership, co-cooperativeness, initiative and drive, skilling dealing with others, unusual sensory qualities of sight, smell, hearing, adaptability, conversational ability, etc.

b. Responsibilities which include supervision of others, responsibility for production, process and equipment; responsibility for the safety of others; responsibility for generating confidence and trust; responsibility for preventing monetary loss.

Other features of a demographic nature, which are age, sex, education experience and language ability
JOB DESIGN

Job analysis helps in developing appropriate design of job to improve efficiency and satisfaction. Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures and on the relationships that should exist between the job holder and his superiors, subordinates and colleagues. It is a deliberate and systematic attempt to structure the technical and social aspects of work so as to improve technical efficiency and job satisfaction. Job design is an attempt to create match between job requirements and human attributes. It involves both organising the components of the job and the interaction patterns among the members of a workgroup.

The main objective of job design is to integrate the needs of the individual and the requirements of the organisation. Needs of employees include job satisfaction in terms of interest, challenge and achievement? Organisational requirements refer to high productivity, technical efficiency and quality of work. Today, educated and creative employees demand well-designed jobs. Therefore, increasing attempts are being made to redesign jobs so as to improve the quality of working life. A systematic body of knowledge on the designing of jobs has been developed after the Industrial Revolution and the large scale enterprises.

Approaches to Job Design:
The main approaches to job design are described below:

1. **Classical Approach**:  
Also known as engineering approach, it was developed by F.W.Taylor and his associates. The principles of scientific management formed the basis for designing jobs in most Organisations. These principles focus on planning, standard is in gland improving human effort at the operative level in order to maximise productivity. In the words of Taylor, the work of every workman is fully planned out by the management at least one day in advance and each man receives in most cases complete written instructions, describing in detail the task which he is to accomplish. This task specifies not only what is to bed one but how it is to bed one and the exact time allowed for doing it.

2. **Behavioural Approach**:  
The findings of Elton Mayo, Frederick Herzberg and other human relations experts led to search for alternative ways of designing jobs so as to avoid the dysfunctional consequences of standardisation and simplification. Job redesign, work structuring, job enrichment, participative system and other similar strategies were developed to improve the quality of work life. The aim of all these attempts is to design jobs which will not only ensure technical efficiency but will satisfy social and psychological needs of workers.

The most popular behavioural approach to job redesign is the Job characteristics model of Hack man and Oldham. This model is based on the assumption that three key
psychological stats of Behavioural approach to job design is a socio-technical approach as it deals with both the technical and social aspects of a job. It is, therefore, an improvement over the classical approach which considered only the technical side of jobs. Tavi stock Institute of Human Relations, London has carried out several experiments in the application of the socio-technical approach to job design. A job holder determine his motivation, satisfaction and performance on the job.