

Importance Of Man Power Planning In Organizations



K.Kavitha

Assistant Professor,
TKR Institute of Management & Science, Hyderabad.

Abstract:

Human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. Under past conditions of relative environmental certainty and stability, human resource planning focused on the short term and was dictated largely by line management concerns. Increasing environmental instability, demographic shifts, changes in technology, and heightened international competition are changing the need for and the nature of human resource planning in leading organizations.

Human Resource Planning (HRP) is a process of systematically reviewing human resource needs to ensure that the required number of employees, with the required skills, experience and competencies, is available for the right jobs at the right time at the right cost.

This process is preceded by strategic planning. During the strategic planning process, top management and the executing authority determine the department's strategic objectives and how they are to be achieved. Human resources play a critical role in the strategy implementation process because their commitment and competencies will largely determine whether or not a department will be able to achieve its objectives.

Keywords: HRP, human resources, strategic implementation, man power planning.

INTRODUCTION:

Human resource planning aims at fulfilling the objectives of manpower requirement. It helps to mobilize the recruited resources for the productive activities. The human resource planning is an important process aiming to link business strategy and its operation.

It states that the extent of the firm can consciously and proactively determine the composition of the workforce that it will need to achieve its strategic objectives, it ought to be able to accomplish those objectives with more precision than a firm that is not able to do so This can be done as the workforce hired will be exactly according to the objectives of the organization.

In other words, Human resource planning deals with the systematic and continuing process of analyzing a firm's human resource needs under mutating conditions and developing workforce policies suitable to the longer-term effectiveness of the organization.

It is a vital part of corporate planning and budgeting procedures since, human resource costs and forecasts both affect and are affected by longer term corporate plans.

Objectives of the Study:

The objective of the study is to know about human resource planning and its role in decision making regarding the future man power needs, recruitment of talented personnel, development of human resources, proper utilization of human resources and coping with the changes etc.

REVIEW OF LITERATURE:

Englewood, Colo. | 06 Sep 2011 | By Jeppesen
Jeppesen, a unit of Boeing Flight Services, has signed an agreement with leading commercial carrier Qantas to provide the Jeppesen Manpower Planning solution to increase efficiency related to the cabin crew scheduling process for the airline. Long-standing Jeppesen customer Qantas will integrate the solution with its current Jeppesen Crew Pairing and Crew Rostering products already in use.

Jeppesen Manpower Planning is a system designed for the long-term planning and development of crew schedules, to balance crew management resources and to level peaks of crew scheduling demand. The manpower planning solution helps to simplify the complex process of crew scheduling management and offers a wide range of functions for crew planning scenarios and analysis.

“With a rich history of successfully using Jeppesen crew planning solutions such as crew pairing and crew rostering, Qantas will now benefit from adding Jeppesen Manpower Planning to our existing suite of products from Jeppesen,” said Paul Johnston, head of Cabin Crew Resourcing, Qantas.

“Due to the complexity of Qantas information systems and dynamic cabin crew environment, we require a highly flexible crew management solution.

We can now consider all crew activities using an integrated system, with the aim to achieve more precision in our cabin crew planning while reducing costs. This will minimize the effects of crew transitions, planning for necessary training programs and scheduling vacations more efficiently using the manpower planning solution.”

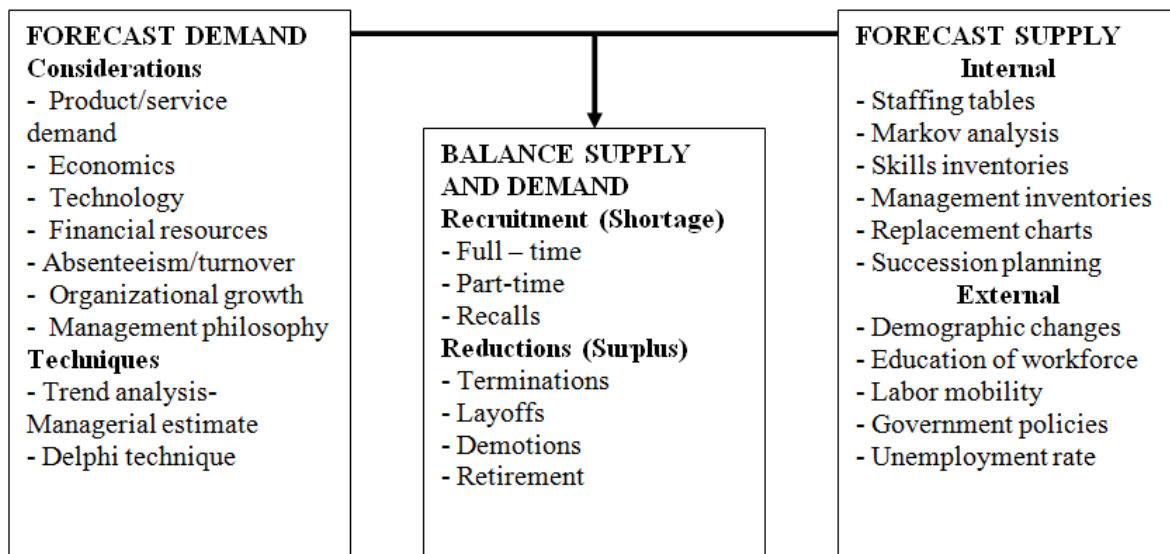
MANPOWER PLANNING:

Manpower planning means deciding the number and type of the human resources required for each job, unit and the total company for a particular future date in order to carry out organizational activities. Manpower planning may be viewed as foreseeing the human resources requirement of an organization and the future supply of human resources and

(i) making necessary adjustments between these two and organizational plans and (ii) foreseeing the possibility of developing the supply of manpower resources in order to match it with the requirements by introducing necessary changes in the functions of human resources management.

The process of manpower planning in an organization:-

- » Analyzing the corporate and unit level strategies.
- » Demand Forecasting: Forecasting the overall human resources requirements in accordance with the organizational plans.
- » Supply Forecasting: Obtaining the data and information about the present inventory of manpower and forecast the future changes in the human resources inventory.
- » Estimating the net manpower requirement.
- » In case of future surplus than plan for redeployment.
- » In case of future deficit, forecast the future supply of manpower from all sources with reference to plans of other companies.
- » Plan for recruitment, development and internal mobility if future supply is more than or equal to net manpower requirements.
- » Plan to modify and adjust the organizational plan if future supply will be inadequate with reference to future net requirements.
- » Degree of uncertainty and length of planning period.



HUMAN RESOURCE PLANNING MODEL

Approaches to Human Resource Planning:

Recruiting and Developing Talent:

Recruiting and developing talent have always been a critical human resource function. Even in tough economic times, human resource and organizational leaders are concerned with having the right people on board in the right roles. While human resource departments search for technical skills and expertise, cultural fit is also an important issue.

Once onboard, the development of talent ensures progression within the organization for employees and the ability for companies to retain and grow employees.

Matching Staffing With Business Requirements:

Business environments are continually changing. Human resource leaders need to plan for these changes and adjust overall staffing to match business requirements. For instance, as the Internet has become more important to organizations, human resources has needed to either train internal staff to take on roles related to maintaining and growing an Internet presence, or hire talent from outside. .

Training and Retraining:

Training is a critical human resource function. New technology, new equipment, new legal and regulatory demands and new expectations from customers all require new information and new skill development for employees. Human resources needs to both train employees to acquire new skills and retrain employees whose current skills are no longer necessary.

Downsizing:

Downsizing is an unfortunate fact of life for some organizations. When business declines or certain skills are no longer necessary for the organization, human resource planning efforts need to focus on how to reduce the workforce in ways that are fair and focused on business needs.

The importance of manpower planning in an organization is :

To recruit and retain the manpower of required quality and quantity.

- 1.To foresee the employee turnover and make the arrangements for minimizing turnover and filling up of consequent vacancies.
- 2.To meet the needs of the programmes of expansion, diversification etc.
- 3.To foresee the impact of technology on work, existing employees and future human resource requirements.
- 4.To improve the standards, skill, knowledge, ability, discipline etc.
- 5.To assess the surplus or shortage of manpower and take measures accordingly.
- 6.To maintain congenial industrial relations by maintaining optimum level and structure of human resources.
- 7.To minimize the imbalances caused due to non-availability of human resources of the right kind, right number in right time and right place.

Obstacles that organizations face in the process of manpower planning:-

- 1.Under Utilization of Manpower: The biggest obstacle in case of manpower planning is the fact that the industries in general are not making optimum use of their manpower and once manpower planning begins, it encounters heavy odds in stepping up the utilization.
- 2.Degree of Absenteeism: Absenteeism is quite high and has been increasing since last few years.
- 3.Lack of Education and Skilled Labour: The extent of illiteracy and the slow pace of development of the

skilled categories account for low productivity in employees. Low productivity has implications for manpower planning.

4.Manpower Control and Review:

a.Any increase in manpower is considered at the top level of management.

b.On the basis of manpower plans, personnel budgets are prepared. These act as control mechanisms to keep the manpower under certain broadly defined limits.

c.The productivity of any organization is usually calculated using the formula:

$$\text{Productivity} = \text{Output} / \text{Input}$$

But a rough index of employee productivity is calculated as follows:

$$\text{Employee Productivity} = \frac{\text{Total Production}}{\text{Total no. of employees}}$$

d.Exit Interviews, the rate of turnover and rate of absenteeism are source of vital information on the satisfaction level of manpower. For conservation of Human Resources and better utilization of men studying these condition, manpower control would have to take into account the data to make meaningful analysis.

e.Extent of Overtime: The amount of overtime paid may be due to real shortage of men, ineffective management or improper utilization of manpower. Manpower control would require a careful study of overtime statistics.

Few Organizations do not have sufficient records and information on manpower. Several of those who have them do not have a proper retrieval system. There are complications in resolving the issues in design, definition and creation of computerized personnel information system for effective manpower planning and utilization. Even the existing technologies in this respect is not optimally used. This is a strategic disadvantage.

PURPOSE OF MANPOWER PLANNING:

Manpower planning aims to reduce waste in employing people, lessen uncertainty about current personnel levels and future needs, and eliminate mistakes in staffing. Its purposes also include avoiding worker and skills shortages, stopping the profit-eroding effects of being over- or understaffed, preparing succession plans and shaping the optimum future work force by hiring the right managers, technical specialists and skilled workers in appropriate numbers.

TRENDS THAT IMPACT MANPOWER PLANNING:

A Personnel planner seeking to identify trends in human resource management should include the following variables:

1. The state of the economy: The larger the company's sphere of operations, the broader the spectrum of economic activity to consider.
2. Demographics: The age and sex groupings of the population and what may happen to them in the future.
3. Employee losses or turnover: How will retirements, deaths, promotions and resignations affect the current number of individuals employed at every level?
4. New skill requirements: What new skills will be needed due to new technology markets or products?
5. Obsolescence of current skills and its effects.
6. The status and direction of materials prices.
7. The availability of materials--can they be cut off by uncontrollable events?
8. Technological changes.
9. Social changes: What effects do upgrading of educational backgrounds have on the willingness of people to take menial or other types of lower level jobs?
10. Labor costs: In which direction and how far will they go? What are the alternatives?

CONCLUSION:

Human resource management plays a vital role in all the organizations to run their business systematically and successfully with the available resources whereas human resources planning is a part of human resource management which helps in recruiting the right person at the right time for the right job. It plays a key role for scheduling the duties & responsibilities for employees in the organization and also helps for

formulating future vision and mission, not only the company's growth but also individual employee's growth. HRP helps to predict the future demand of the business for the human resources and proper utilization of the available resources. It helps to control absenteeism rate in the organization and keeps the employees in a disciplined manner. It also helps in boosting up the productivity rate of the employees in the organization.

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