



Good Practice Guide



Factory Improvement Programme

HUMAN RESOURCES PLANNING

Human resources planning is the process by which management ensures that it has the right personnel, who are capable of completing those tasks that help the organization reach its objectives. It involves the forecasting of human resources needs and the projected matching of individuals with expected vacancies.

PROSPECTIVE USERS:

Human resources planning can be applied by any type of factory that wishes to practice good human resources management. The human resources department has the lead responsibility for implementing this practice.

PROBLEM ADDRESSED

Human resources planning addresses organisational challenges related to future personnel needs, turnover rates, training requirements etc.

PROCESS

The only way to plan human resources properly is to have a system in place, including a written human resources policy that members of an organisation must follow. The process of human resources planning and applying such a policy is described in the following section.

Steps in implementation

Human resource planning begins with answering several questions:

1. What new technologies are operating and how will these affect the work system?
2. What is the volume of the business likely to be in the next five to 10 years?
3. What is the employee turnover rate, and how much, if any is avoidable?
4. How many senior managers will we need during this time period?
5. What types of workers will we need, and how many?
6. Are there people with adequate computer skills available for meeting our projected needs?
7. What administrative personnel, technicians and secretaries will we need to support the additional managers and workers?

Once these questions are answered, then you have to ask further questions that can lead to specific human resources activities such as training or hiring:

Answering these questions will also help to define the direction for the organization's human resources strategy. For example, if forecasting suggests that there will be a strong need for more technically trained individuals, the organisation can:

8. Define the jobs and skills needed in some detail.
9. Hire and train recruiters to look for the specified skills.
10. Providing new training for existing employees.

Other essential measures to ensure that human resources planning is an integral part of your human resources policy include:

11. Creating a simple database of records with basic information on each employee (full name, date of birth, address, start date, starting wage, current wage, skills etc.)
12. Developing job descriptions, performance standards and appraisals.

RESOURCES REQUIRED

The resources required for human resources planning in an organisation depend on the size of the enterprise. One person can oversee the human resources system and planning, or several people with different responsibilities could be involved if the factory employs a large number of workers. Regardless of the size of the human resources department, it is important to have the necessary personnel in place to develop, apply and monitor an appropriate written human resources policy.

POSITIVE IMPACT

Human resources planning enables factories to use existing human resources as effectively as possible and to have the available number of people with the appropriate qualifications to fill positions where and when openings occur. In addition, by predicting the future human resources needs, a factory can prepare itself to meet competitive challenges more effectively than organisations that react to problems only as they arise.

Human resources management and planning also helps to increase workplace communications and encourage worker-manager dialogue.

Finally, through human resources planning factories can manage career planning, appraisals and compensation policies that encourage worker commitment and loyalty to the company.

CHALLENGES AND PITFALLS

In order to plan human resources effectively, human resources managers must know how to manage effectively through planning, organizing, leading and controlling existing human resources and be knowledgeable of emerging trends in training and employee development.

INDICATORS FOR MONITORING

Indicators for monitoring would include
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Further Information Available:

FIP references:

Module 5 - Human Resources