



HR PLANNING AND JOB ANALYSIS

CHAPTER 4

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HR PLANNING

- Human Resource planning is the process by which an organization ensures that it has the right number and kind of people, at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives
- It involves developing and determining objectives, policies and programs to procure, develop and utilize human resources so as to achieve the goals of the organisation

NATURE OF HUMAN RESOURCE PLANNING

- HR planning aims at ascertaining the needs of human resource in terms of number and kind.
- It prepares an inventory of existing human resource of the organization.
- It helps in determining the shortfall or surplus of workforce by comparing the total needs and present supply of human resource.
- It helps in initiating training programmes for the employees on the basis of gaps in talent and also plans for retirement and discharge.

OBJECTIVES OF HR PLANNING

- To ensure optimum use of present human resource.
- To avoid imbalances in the distribution and allocation of human resources in the different departments of the organization.
- To assess or forecast the future skills requirements for the organization.
- To provide control measure to ensure availability of necessary human resources when required.
- To control the cost aspect of the human resource.
- To provide data for taking transfer and promotion decisions.

IMPORTANCE OF HR PLANNING

- Human Resource planning results in reduced labour costs.
- It serves as basis for planning of employee development for the optimum use of worker's skills in the organization.
- It enables identification of gaps of the existing personnel so that corrective training is imparted.
- It leads to improvement in the overall business planning process.
- It helps in formulating managerial succession plan as a part of the replacement planning process.
- It helps to evaluate the effect of alternative human resource policies and actions taken.

STEPS IN HR PLANNING



DEMAND FORECASTING

**Employment
Trends**

**Replacement
Needs**

**Productivity
Changes**

Absenteeism

**Growth and
Expansion**

Methods of Demand Forecasting

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graph TD; A[Methods of Demand Forecasting] --> B[Statistical Methods]; A --> C[Managerial Judgement]; A --> D[Work Study technique]; B --> E[Ratio and trend analysis]; B --> F[Econometric analysis]; B --> G[Bureks-Smith Model]; B --> H[Regression Analysis]; D --> I[Workload Analysis]; D --> J[Workforce analysis];
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Statistical
Methods

Managerial
Judgement

Work Study
technique

Ratio and
trend analysis

Econometric
analysis

Bureks-Smith
Model

Regression
Analysis

Workload
Analysis

Workforce
analysis

TECHNIQUES OF DEMAND FORECASTING

- **Managerial judgement**: In smaller companies the managers to think about their future workloads and decide how many people they need.
- **Work Study Techniques**:
 - **Workload Analysis**: The human resource planners find out sales forecasts, work schedules and determine the human resource requirements. The departmental work-loads are converted into man-hours in terms of different skills required.
 - On the basis of past experience the work loads are converted into manhours required.

EXAMPLE OF WORKLOAD ANALYSIS

For example

- Annual Production of the company: 5,00,000 units
- Standard Manhours required per unit: 2 hours
- Planned Manhours for the year $(5,00,000 * 2) = 10,00,000$ hours
- Annual Contribution of a worker = 2000 hours
- No. of workers required $(10,00,000/2000) = 500$

WORKFORCE ANALYSIS

- It is understood that all the workers will not be available on all working days because of the major problems Absenteeism and Labour turnover
- In the previous example we have identified 500 workers are required. But to take the absenteeism and labour turnover into account it is essential to do work load analysis.
- If on the basis of past experience it is found that a margin of 20% of the human resource required as per workload analysis , then the company must have 600 workers on its payroll for meeting the annual production targets.

STATISTICAL TECHNIQUES

- **Ratio and Trend Analysis**: Under this method, the main emphasis is on the ratios which are calculated for the past data relating to number of employees of each category of production level, sales level, activity level/ workload level and employees.
- **Econometric Models**: To use econometric models, it is necessary to analyse past statistical data and to describe the relationship between a number of variables in a mathematical formula. This is a complex process which is used in large organisations.

STATISTICAL TECHNIQUES

- **Bureks –Smith Model**: E.H. Bureks and R.D. Smith developed a formula for estimating the future HR needs.

- The model is
$$E_n = \frac{(\text{Lagg} + G) \frac{1}{X}}{Y}$$
- E_n is the estimated level of personnel demand in the planning period n
- Lagg is the overall turnover or current business activity.
- G is the growth of the business activity
- X is average productivity improvement in period n (X=1.08 means 8% increase in productivity).
- Y Total level of business activity divided by the current no. of employees. (level of activity per person)

STATISTICAL TECHNIQUES

- **Regression Analysis:** This technique is used to estimate the human resources requirements of an organization's at a future point of time, based on the factors such as sales, output, services rendered etc. Regression analysis is used when the dependent and independent variables can be identified. Electronic softwares are used to run regression equations and forecast human resource needs.

SUPPLY FORECASTING

- The human resource planner must consider both the external supply and internal supply.
- The external supply is important as the employees separation through retirement, illness, voluntary turnover, death, discharge etc. requires the organization to recruit employees.
- The external supply is also required when company plans for expansion or diversification.
- The internal supply is influenced by existing employees, labour wastage, internal promotions, changing conditions of work and absenteeism.

SUPPLY FORECASTING

HR Audits

Discover Hidden Potential



Human
Resource
Audit

SUPPLY FORECASTING



Replacement
Plan

SUPPLY FORECASTING

Labour Turnover Example

Early Risers Ltd is a manufacturer of breakfast cereals. Last year it employed an average of 80 staff. During last year the business recruited 12 staff to replace 15 who left.

$$\begin{aligned} \text{Labour turnover} &= \\ \frac{\text{Number of employees leaving (15)}}{\text{Average number employed (80)}} &\times 100 \\ &= 18.75\% \end{aligned}$$

PROBLEMS OF HUMAN RESOURCE PLANNING

- Lack of understanding of rationale for planning
- Insufficient support of top management
- Insufficient initial support
- Lack of co-ordination with the other functions
- Lack of integration with organizational plans
- Resistance from employees
- Expensive and time consuming
- Environmental uncertainties
- Insufficient Information

GUIDELINES FOR EFFECTIVE HR PLANNING

- Organised Effort
- Support of top level management
- Integration with corporate plans
- Involvement of operative managers
- Environmental forecasting
- Human resource information system

JOB ANALYSIS

- Job Analysis is a systematic collection and compilation of data about each job in the organization to redesign each job in such a manner so as to distinguish it from the other jobs.
- It is essentially collection of data and analyzing it. It provides data of jobs in terms of duties, responsibilities, skills, knowledge etc.

JOB ANALYSIS: INFORMATION PROVIDED

- Job Identification
- Significant characteristics of the job
- What a typical worker does
- Which materials and equipments a worker uses
- How a job is performed
- Required personnel attributes
- Job relationships

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graph TD; A[Job Analysis] --> B[Job Description]; A --> C[Job Specification]
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Job Analysis

**Job
Description**

**Job
Specification**

Job Description

Compelling introduction
that grabs attention

Eye-catching and tongue-in-cheek
description of key qualities

Original headings

Lots of white space

Few bullets

Separation of the nice-to-haves

'Apply with LinkedIn' so
process is streamlined

QA Engineer

Location: Tel-Aviv, Israel

Are you a stubborn person who's not afraid of searching for a needle in a stack of hay? Do you love the border between development and product? Are you an ardent learner who's always looking to improve? Can you play nice with both humans and machines?

Waldo spotting score

Outburst rate

Zen level

We Have:

- A top notch application spanning multiple mobile platforms.
- HTML5 web apps in abundance.
- A team of aces to work with.
- An open mind for new ideas and methodologies.

You Have:

- The knowledge to test for consistent UI, content and user experience.
- A precise attention to detail.
- The ability to collect data, define problems, establish facts and draw valid conclusions.
- The understanding of team strategies and objectives.
- The motivation to learn and constantly improve processes and tools.
- The people skills required to work with designers, developers and product managers.

You might also have:

- Experience in creating and implementing test automations.
- Working knowledge with UI testing frameworks (e.g Selenium).
- Mobile device testing experience (e.g KIF, Frank).
- HTML and front end development knowledge.

Apply with LinkedIn 
Get hired faster

or Email us at: jobs@everythingme

Accounts Supportocat

GitHub is looking for full-time Accounts Supportocats in the Australia / Asia-Pacific timezones, as well as Europe / Middle East / Africa timezones. Basically, we're good on US business hours.

When GitHub users have questions, they email support. We help people as quickly *and awesomely* as possible. Accounts supportocats handle passwords, [email verification](#), billing, legal, spam and abuse, [account lockouts](#), fraud, and helping people choose [plans](#). This requires a logical brain and a spidey sense for problems.

The most important characteristic of our support team is that we <3 helping developers. GitHub is a place for people to work better, together. Our job is to help. Support treats users the way we'd want someone to treat our friends.

Supportocats are excellent writers: stellar grammar, charming written personality, and the ability to explain complicated things simply. We measure our success in swiftness, accuracy, clarity, and the number of exclamation points we receive in replies. The occasional use of an animated gif may be required.

You're good at:

- logic and solving puzzles
- advocating and empathizing
- the English language
- working remotely

Extra awesome

- customer support experience
- technical experience (QA, documentation, elaborate boardgames)
- you've read "How to Win Friends and Influence People", despite its odd name

Developers: this probably isn't the job for you, but perhaps you have a friend who would be a perfect fit. Send them this link. Thanks!

GitHub

GitHub

<https://github.com>

How to apply

Email resumes@github.com with the subject "Accounts Supportocat" We want our interactions with users to be memorable, so please make your email memorable as well. Tell us about how you match up to the Supportocat characteristics, and what makes you a wonderful person to have around. Please include your GitHub username. (It's OK if you hadn't signed up before.)

JOB DESCRIPTION

Simple
explanation
of duties

Spotlight on
core value

Definition of
success & top
performers

Original
headings

Few bullets

White space

Referral
request

Job Specification



- **Job Title:-**
Management trainee
- **Dept / Office: –**
Marketing.
- **Education Qualification :-**
Students with 60 % in 10th and 12th and not minimum 50 % in graduation are eligible.
- **Work based skills competencies –**
 1. Knowledge of competitors products
 2. Possesses knowledge of the warehousing operations
 3. **Stock Management**
 4. More proficient in Computers: MS Office, Internet
 5. Knowledge of current trends in the **market** with respect to latest styles & designs

JOB SPECIFICATION SAMPLE

MARKETING MANAGER.

Description

The marketing manager is responsible for the overall management of the marketing department.

Experience

- 10 years
- Supervising a staff

Education

- Bachelors Degree in Marketing or a related field required.
- Masters in Business or Marketing preferred

JOB DESCRIPTION

- **JOB DESCRIPTION:** It is an organized factual statement of job contents in the form of duties and responsibilities of a specific job.
- It includes:
 - Job title or name
 - Job Location
 - Job Summary
 - Duties to be performed
 - Machines tools, Materials to be used
 - Relationship with other jobs
 - Working Environment

JOB SPECIFICATION

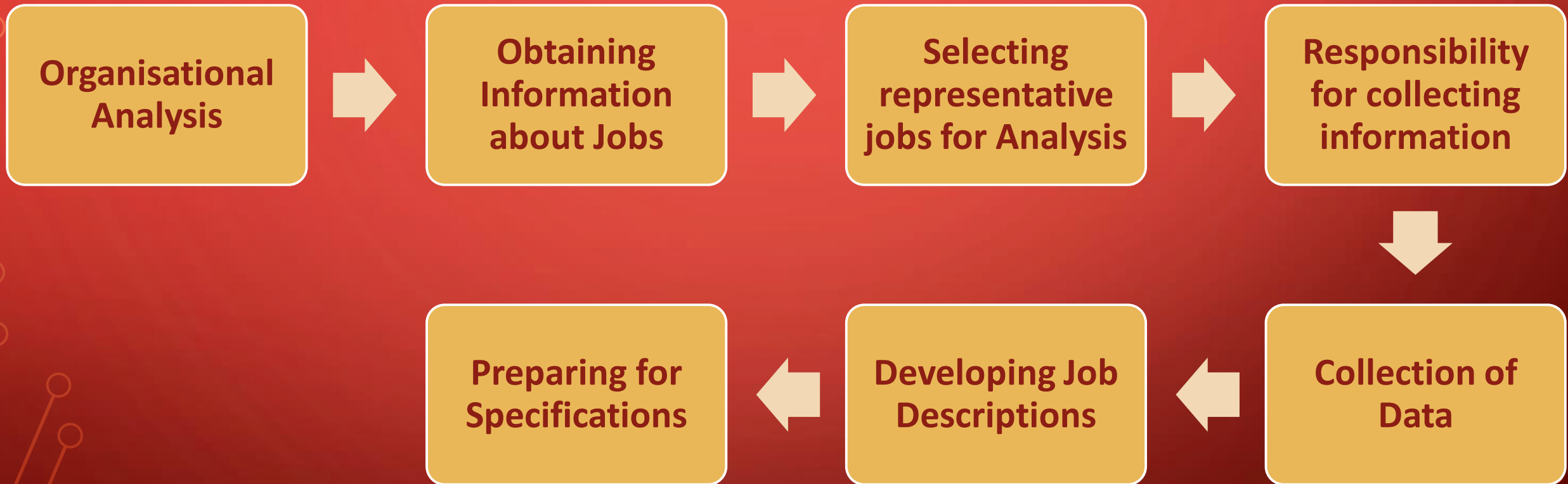
- **JOB SPECIFICATION:** It is a document which states the minimum acceptable human qualities necessary to perform a job properly.
- The specifications may relate to:
 - Educational Qualifications
 - Training and Experience
 - Physique and Health
 - Personality
 - Mental Abilities
 - Maturity
 - Creativity
 - Aptitude

Basis	Job Description	Job Specification
Definition	It is a written statement of the contents of the Job	It is a written statement of the qualities required for performing the job
Purpose	Its purpose is to identify, define and describe the job	Its purpose is to facilitate recruitment, selection, training etc. of the people for the job
Contents	It describes title, duties working conditions, supervision, relationships involved in a job	It specifies education, training, experience, aptitude etc. required for performance of the job
Sequence	It is prepared before Job Specification	It is prepared after job description

USES OF JOB ANALYSIS

- Human Resource Planning
- Recruitment and Selection
- Placement
- Training and Development
- Job Evaluation
- Performance Analysis
- Employee Counselling
- Job Design
- Organisational Design
- Safety and Health

PROCESS OF JOB ANALYSIS



TECHNIQUES OF DATA COLLECTION FOR JOB ANALYSIS

- **Questionnaires:** It includes asking questions related to job, duties, machines used, working conditions etc from employees as well as supervisors or managers
- **Written Narratives:** it is detailed description about nature of the job from job holder and manager
- **Observation:** in this the job analyst watches and observes the individual performing the job and takes notes to describes the task performed by the employees
- **Interviews:** The job analyst visits each job site and talks to the employees performing the job to obtain complete understanding about the job
- **Log Records:** diary or log book is given to each job holder and asked to daily record the duties performed marking the time taken to perform each task.