

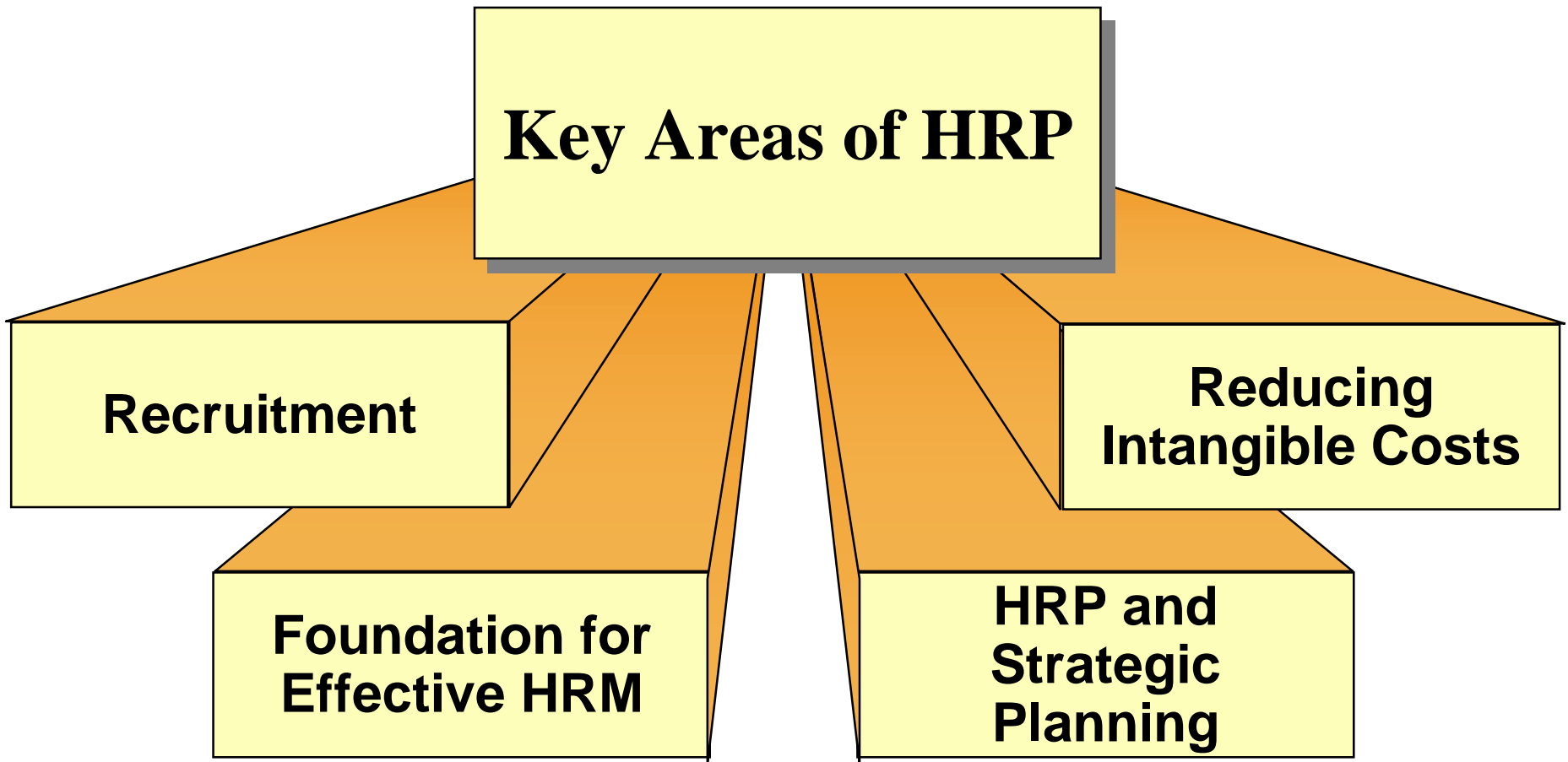
Week 1

HUMAN RESOURCE PLANNING

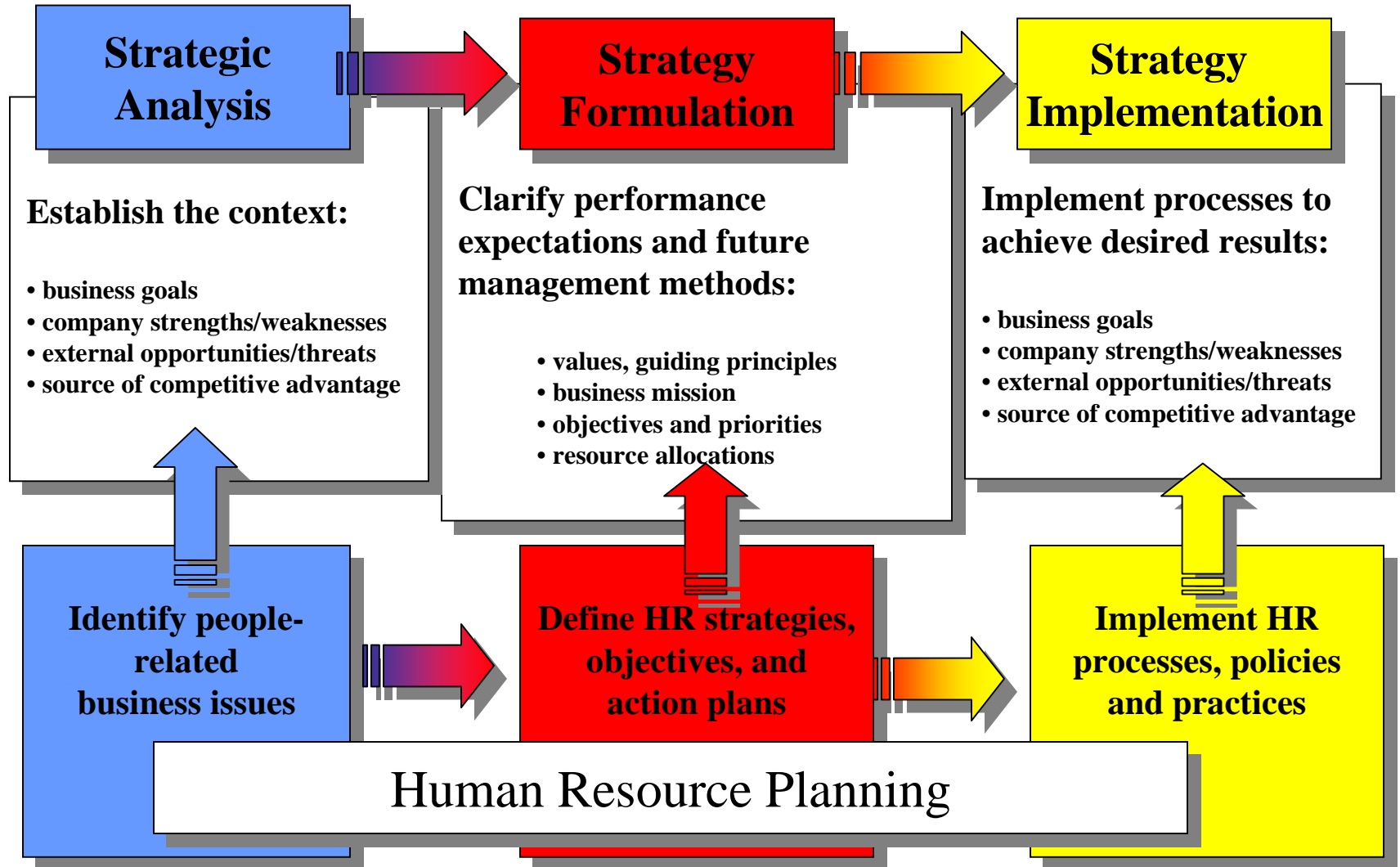
Human Resources Planning (HRP)

The process of anticipating and making provision for the movement of people into, within, and out of an organization

The Importance of HRP



Integrating HRP and Strategic Planning

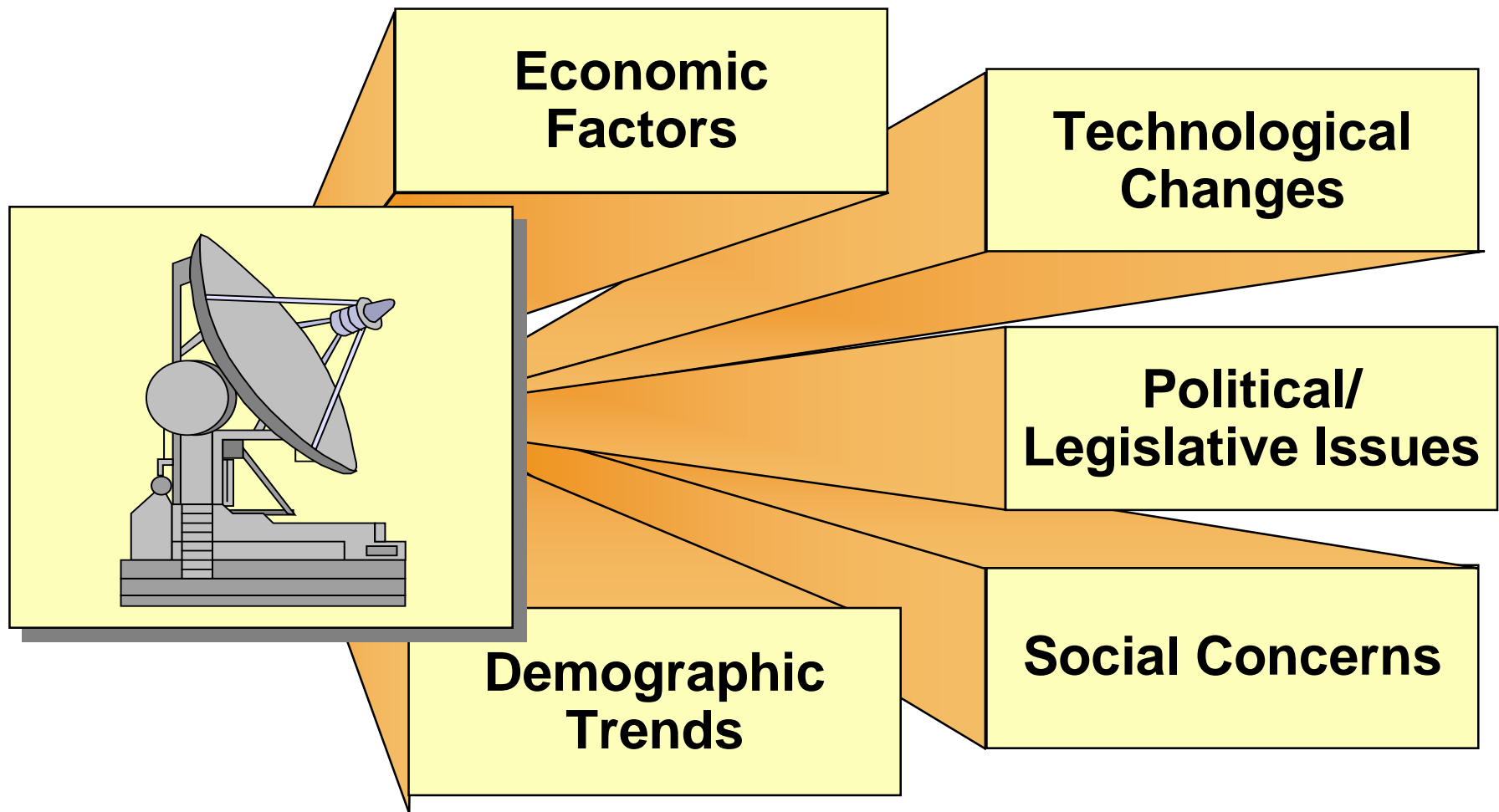


Adapted from: James W. Walker, "Integrating the Human Resource Function with the Business," *Human Resource Planning* 14, no. 2 (1996): 59–77.

Organizational Capability

The capacity to act and change in pursuit of sustainable competitive advantage

Environmental Scanning



Cultural Audits

Audit of the organizational culture and quality of work life in an organization

Human Resources Planning Model



CONSIDERATIONS

- Product/Service
- Economics
- Technology
- Financial Resources
- Absenteeism/
Turnover
- Growth
- Management Philosophy

TECHNIQUES

- Trend Analysis
- Managerial Estimate
- Delphi Technique

INTERNAL

- Staffing Tables
- Markov Analysis
- Skills Inventories
- Management Inventories
- Replacement Charts
- Succession Planning

EXTERNAL

- Demographic Changes
- Education of Workforce
- Labour Mobility
- Governmental Policies
- Unemployment Rate

RECRUITMENT

- Full-Time
- Part-Time
- Recalls

REDUCTIONS

- Terminations
- Layoffs
- Demotions
- Retirement

THE HUMAN RESOURCE PLANNING PROCESS

