

# HUMAN RESOURCES PLANNING

Seed Enterprises Management Institute  
University of Nairobi

# HR planning definition

Human Resource planning is the process by which an organisation ensures that:

- It has the right number and kinds of people,
- At the right places,
- At the right time,
- Capable of effectively and efficiently completing those tasks that will help the organisation achieve its overall strategic objectives.

# Definition Cont

- It is the process of assessing the future supply of and demand for human resources.
- It also provides mechanisms to eliminate any gaps that may exist between supply and demand
- It is a process of determining what positions in the firm will have to be filled and when

# Definition Cont.

- Human Resource planning translates the organization's overall goal into the number and types of workers needed to meet those goals.
- Without clear-cut planning, estimation of an organization's human resource need is reduced to mere guesswork.

# Justification for HR planning

- Optimization of HR Capacity
- Coping with changes
- Human resource utilization
- HR costings and expenditure
- Enhancing competitive advantage
- Fitting into corporate strategic plans, even bus. Units plans

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# HR PLANNING PROCESS

- Review corporate goals and strategies
- Review current HR strategies
- Demand and supply forecast analysis
- Action decisions in HR planning
- Implementation of plans

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# Cont

- Impact of external environmental changes
- Organizational/institutional capacity assessment results
- H.R. Audit and HR-MIS
  - Qualitative
  - Quantitative
- Projections/forecasts
- Job market surveys (supply and Demand)



# FACTORS INFLUENCING HR PLANNING

## Internal

1. Organization life cycle stage
2. Mission, vision and goals
3. Strategic plans
4. Nature of business
5. HR audits
6. Resource capacity
7. Competitive advantage, philosophy and culture

# Cont

8. HR interventory profile – workforce analysis
9. Functional/job demand analysis (skills inventory profile)
10. Mobility trends
11. Turnover trends
12. Restructuring & reforms plans
13. Forward projections/forecasting
14. Others –outsourcing services
  - Sub-Contracting functions etc.

# External

1. Labour market supply – demand
2. Labour market competition
3. Government influences
4. Economic conditions
5. Geographical conditions
6. Influence by technology
7. Industry trends

# Process of HR Planning

- Review your current organizational strategic plan
- Review the current human resources situation
- Forecast on the future HR needs ( supply and demands)
- Planning on meeting HR needs
- Implement the plan – recruit, select, training , downsizing

# Examples of HR Plans

1. Procurement plans
2. Compensation plans
3. Training, Development and career paths plans
4. Maintenance plans
  - Welfare
  - Human Relations
  - Health and Safety
  - Etc Etc.
5. Succession plans