



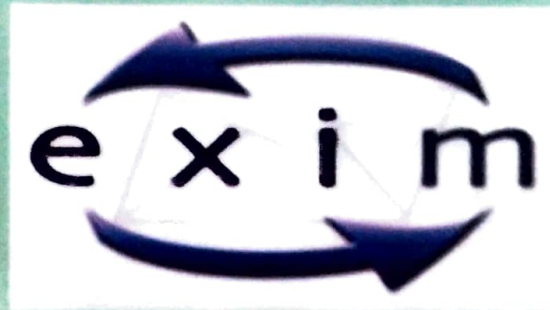
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5 Human Resource Planning: Forecasting Demand and Supply

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Abstract

Human resource planning begins with a forecast of the number and types of employees needed to achieve the organization's objectives. Planning also involves job analysis, which consists of the preparation of job descriptions and job specifications. Of particular concern for today executives is the growing body of laws regulating the human resource management process.

Human Resource Management Process

The overall human resource management process comprises the following programs: human resource planning, recruitment, selection, professional development, performance appraisal, and compensation. In this article, I examine one of the human resource management processes (human resource planning), because it is such an important function that is often neglected. The planning function, in general, involves defining an organization's goals, establishing a strategy for achieving those goals, and developing a comprehensive set of plans to integrate and coordinate activities (Robbins & Judge, 2013). The necessity of this function follows from the nature of organizations as purposive (goal-seeking) entities (Gibson, Ivancevich, Donnelly, & Konopaske, 2012). Planning activities can be complex or simple, implicit or explicit, impersonal or personal. For example, a human resource manager forecasting demand for the firm's human resources may rely on complex econometric models or casual conversation with human resource personnel in the field. Good human resource planning involves meeting current and future personnel needs. The manager ensures that personnel needs are met through ongoing analysis of performance objectives, job requirements, and available personnel, coupled with knowledge of employment laws.

Human Resource Planning

Organizations typically plan their future needs for supplies, equipment, building capacity, and financing. Organizations must also plan to ensure that their human resource needs are satisfied. Human resource planning involves identifying staffing needs, forecasting available personnel, and determining what additions or replacements are required to maintain a staff of the desired quantity and quality to achieve the organization's goals. The human resource planning function involves at least three different elements: job analysis, forecasting demand and supply, and legal restraints.

Job Analysis

Company president, manager, director of personnel, legal counsel, labor relations specialist, college president, dean, and professor are all jobs. To recruit and