



Al-Farabi University



- Planning in Human Resource Management
- Formation of human resources of the organization
- Workplace analysis
- Department of Management
- Course " Human Resources management
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Planning in Human Resource Management

01 | Planning in HRM

02 | Human resource forecasting methods.

03 | Personnel Marketing

04 | Personnel planning

Planning in Human Resource Management

The purpose of planning is to provide the organization with the necessary workforce and determine the inevitable costs

The content of planning should cover::



forecasting the organization's need for personnel in general and by categories of employees;



study of the labor market;



analysis of the organization's workplace formation system;



development and implementation of measures for the development and training of personnel.

Planning in Human Resource Management

When planning human resources, the following internal and external factors are usually taken into account:

- the state of the economy and the industry in the period under review
- state policy (legislation, tax regime, rational insurance, etc.)
- competition with other companies, market dynamics
- strategic objectives and business plans of the company the financial condition of the organization, the level of remuneration
- corporate culture, employee loyalty
- staff movement (dismissal, maternity leave, retirement, layoffs, etc.)
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Planning in Human Resource Management

The stages of personnel planning in a company may look like this:



assessment of available reserves, their quantity and structure



developing a program for future needs

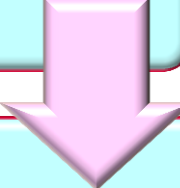


assessment of future needs; tracking changes in the professional and qualification structure of personnel, identifying the need for labor force, indicating quantitative and qualitative indicators

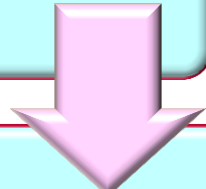
Planning in Human Resource Management

Personnel planning consists of several stages:

forecasting the need for staff, collecting information on the qualitative and quantitative need for staff, taking into account the time factor



personnel availability planning: establishing the actual availability of personnel, taking into account their qualitative, quantitative characteristics and time aspect



planning of discrepancy between actual and planned indicators of personnel availability

Planning in human resource management

Personnel planning is considered in three different time aspects

Short-term (up to one year)



mid-term (for a period of one to five years)



long-term (for a period of more than five years)



Planning in human resource management

Personnel planning is an integral part of the organization's strategy.

When determining the need for workers, the following are planned and developed:

the number and professionally qualified staff of the organization's employees

the need for additional recruitment or reduction of redundant staff

the program of using employees based on their qualifications, abilities, experience, work experience and other indicators that characterize the quality of employees

employee development program

the costs of these activities

Human resource forecasting methods

Quantifying the need for personnel answers the following question:



“how many people to hire”



A qualitative assessment of the need for personnel answers the question:

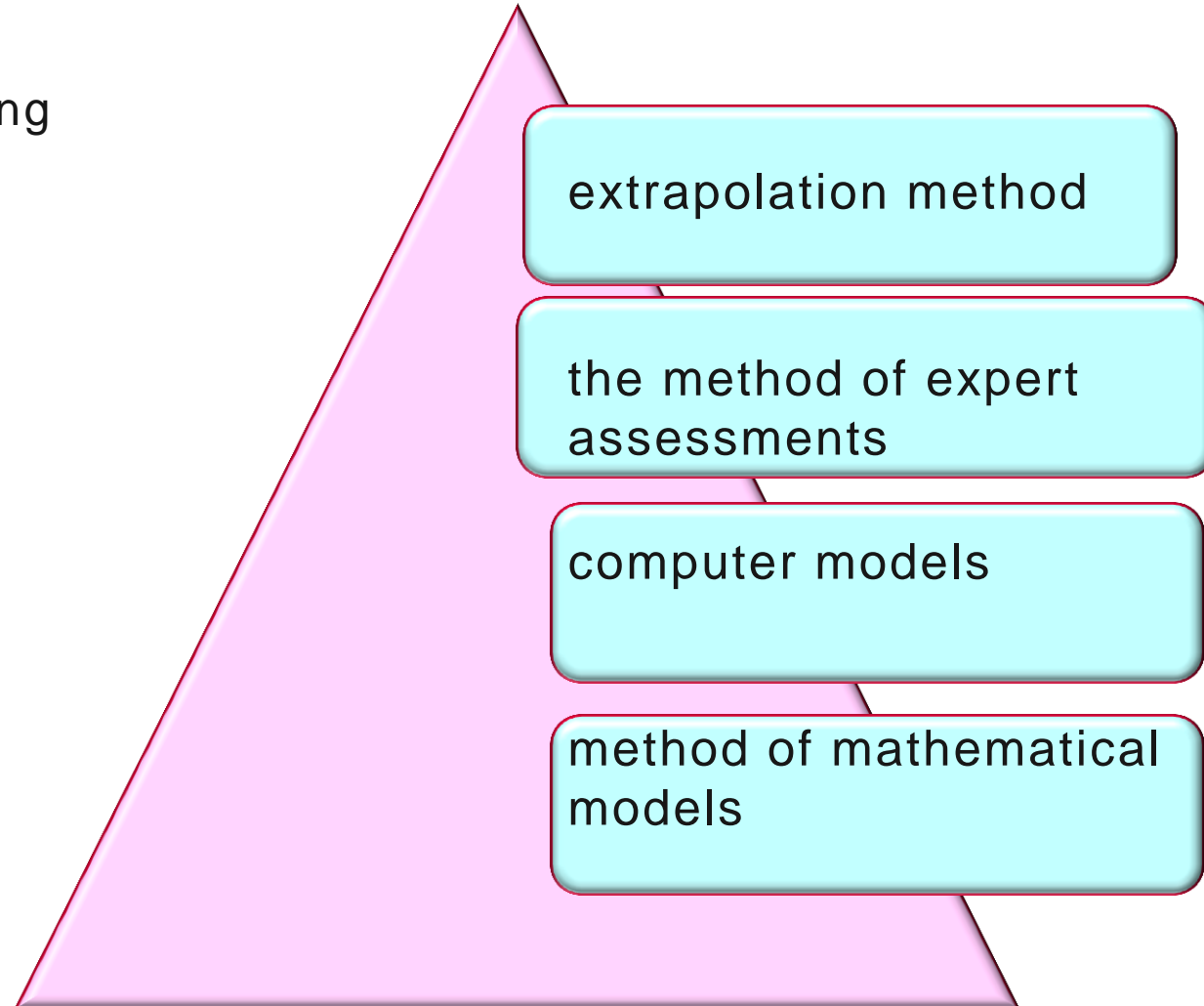
“whom to hire”



An important point in personnel assessment is *the development of organizational and financial staffing plans*

Human resource forecasting methods

When compiling a personnel planning forecast, the following methods are used



Human resource forecasting methods

1. **The total need** of the enterprise for personnel A is calculated as the sum:

$$A = N + AN,$$

where N is the basic need for personnel, determined by the volume of production;
 AN is an additional need for personnel.

2 **The basic need** of an enterprise for personnel is determined by the formula

$$N = PV / O$$

where PV is the volume of production;
 O — output per worker.

3. **Additional personnel need** (AN) is the difference between the total need and the availability of personnel at the beginning of the billing period..

When calculating the additional requirement, the following are taken into account:

1) enterprise development (scientifically based determination of the increase in positions due to an increase in production)

$$AN = A_{pl} - A_{bas}$$

where A_{pl} and A_{bas} are the general need for specialists in the planned and base periods;


2) partial replacement of practitioners who temporarily hold specialist positions

$$AN = A_{pl} \cdot R_r$$

where R_r is the retirement rate of specialists (practice shows that this is 2-4% of the total number per year)

Personnel Marketing

- Personnel marketing can be considered:

 • **in a broad sense** - as a philosophy and strategy of human resource management, which considers personnel as external and internal clients of the organization.

 • **in the narrow sense** - a specific function of the human resource management service, including:

- Analysis of external and internal factors determining directionsmarketing activities in relation to human resources;
- Development and implementation of activities in the areas of marketing of human resources (personnel) of the organization.

Formation of human resources

01 | Recruitment,
selection and
hiring of
personnel

02 | recruiting

03 | Outsourcing, outstaffing,
outplacement and
personnel leasing

Recruitment, selection and hiring of personnel

Selection is the process of selecting the most suitable employee who meets the selection criteria

Hiring is an action to attract candidates with the qualities to achieve the goals of the organization

Recruitment is the correspondence of the existing qualities of the candidate to the requirements of the workplace

Recruitment, selection and hiring of personnel

Environmental factors:

Legislative restrictions

The situation in the labor market

The composition of the labor force in the market and the location of the organization

Recruitment, selection and hiring of personnel

Internal environmental factors:

HR policy — principles of working with personnel, strategic HR programs

The image of the organization – how attractive it is as a place of work

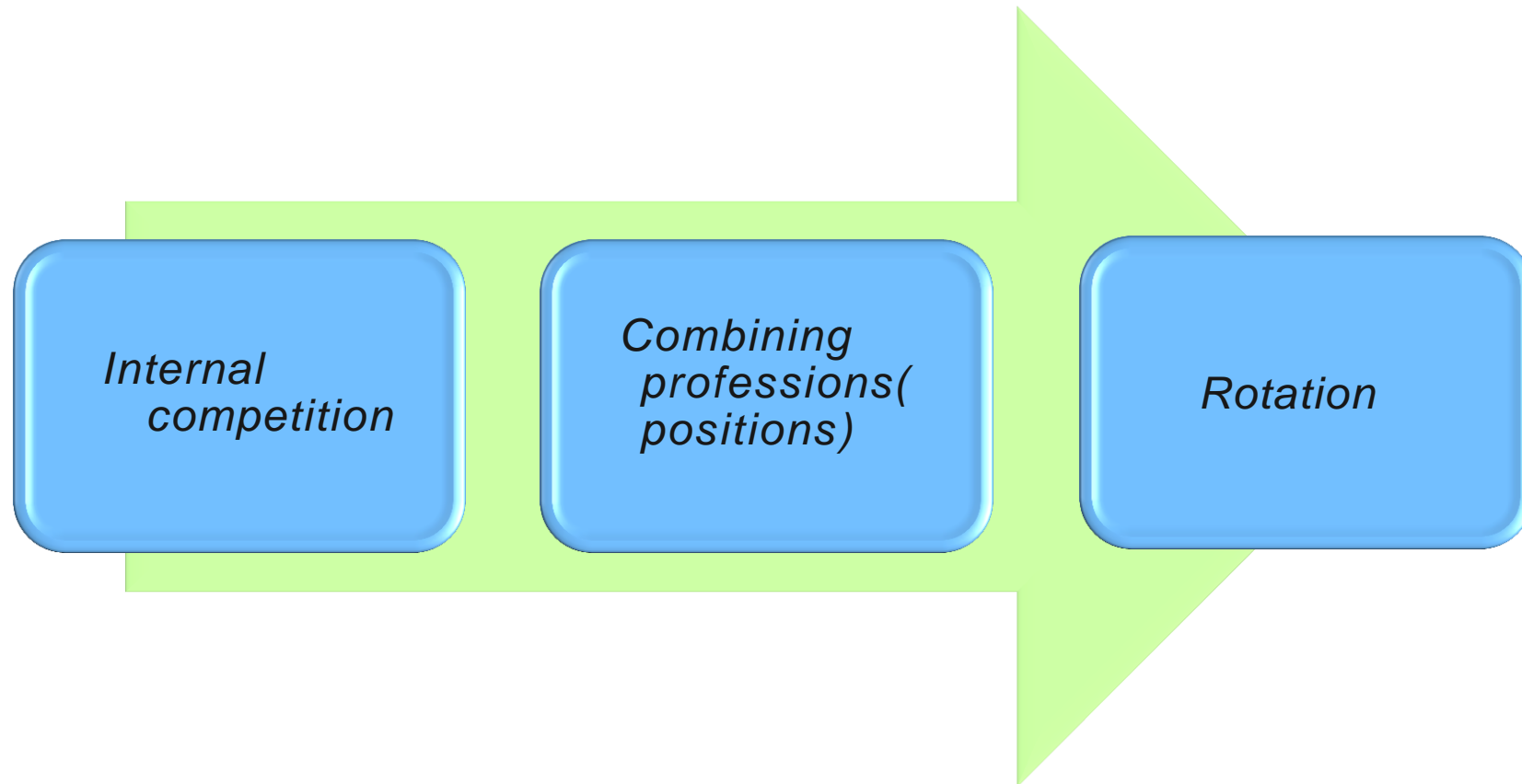
Recruitment, selection and hiring of personnel

External sources of recruitment include an indefinite number of people who are able to work in the organization, but are not currently working in it

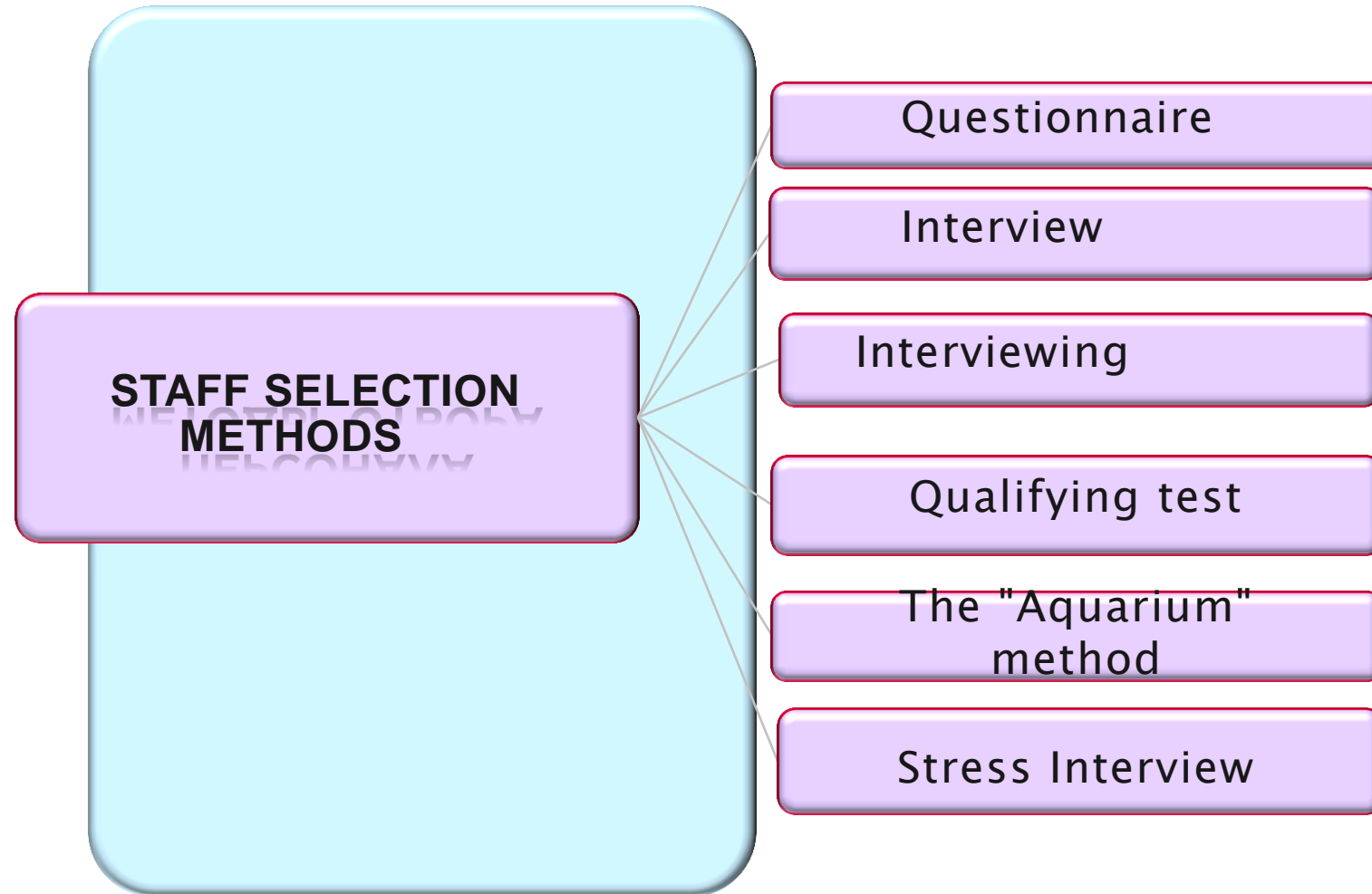


Recruitment, selection and hiring of personnel

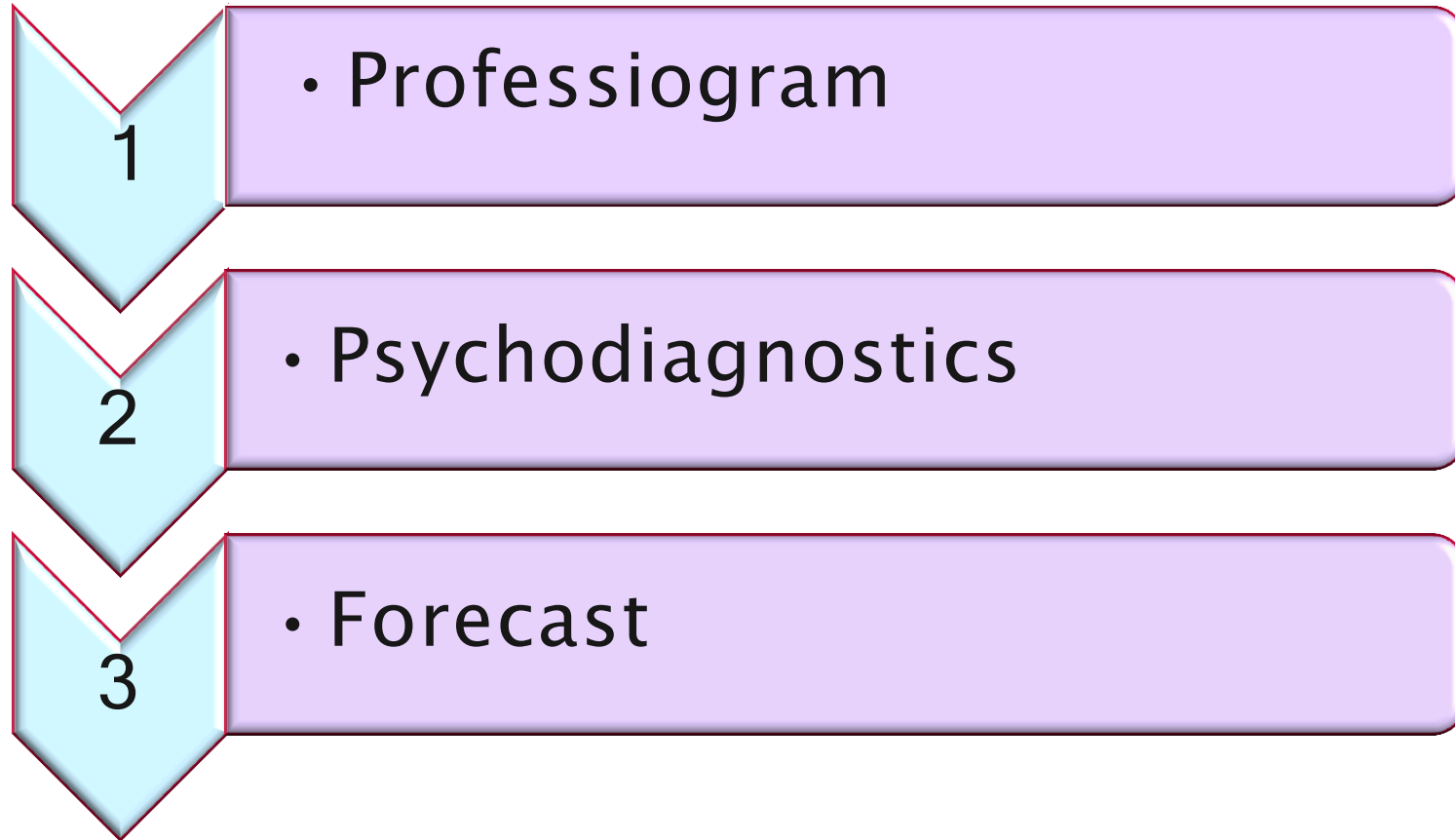
Internal sources mean searching for new positions among employees who have been working for a long time: newsletters of the enterprise, posting ads on the territory of the enterprise, a reserve for the nomination and combination of positions by one employee of the department



Recruitment, selection and hiring of personnel



Recruitment, selection and hiring of personnel



Analysis of work


01 | Workplace
analysis

02 | Job
description

03 | Professiogram

Workplace analysis

Why do you need a workplace analysis?

 gives an idea of what should be done at each workplace,
what qualification requirements apply to this position,
what quality of work is required

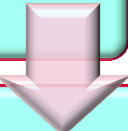
What tasks can be solved?

- Effectively organize the company's activities
- Ensure the correct placement of workers, workload
- Determine performance indicators for the performance of certain works and develop criteria for their evaluation
- Develop a system of salaries and bonuses depending on performance
- Determine the requirements for knowledge, skills and abilities (competencies) of employees and build a system of personnel training

Workplace analysis

Workplace (process) analysis provides answers to the following questions

How much time is needed to complete the main production operations and how to group them into work processes?



How to organize the workplace to increase the productivity of employees?



What mode of operation is appropriate for this workplace?



What personal characteristics should an employee have, if possible, to perform this production operation?



How can the information obtained from the analysis of the workplace be used to create an enterprise personnel management program?

Workplace analysis

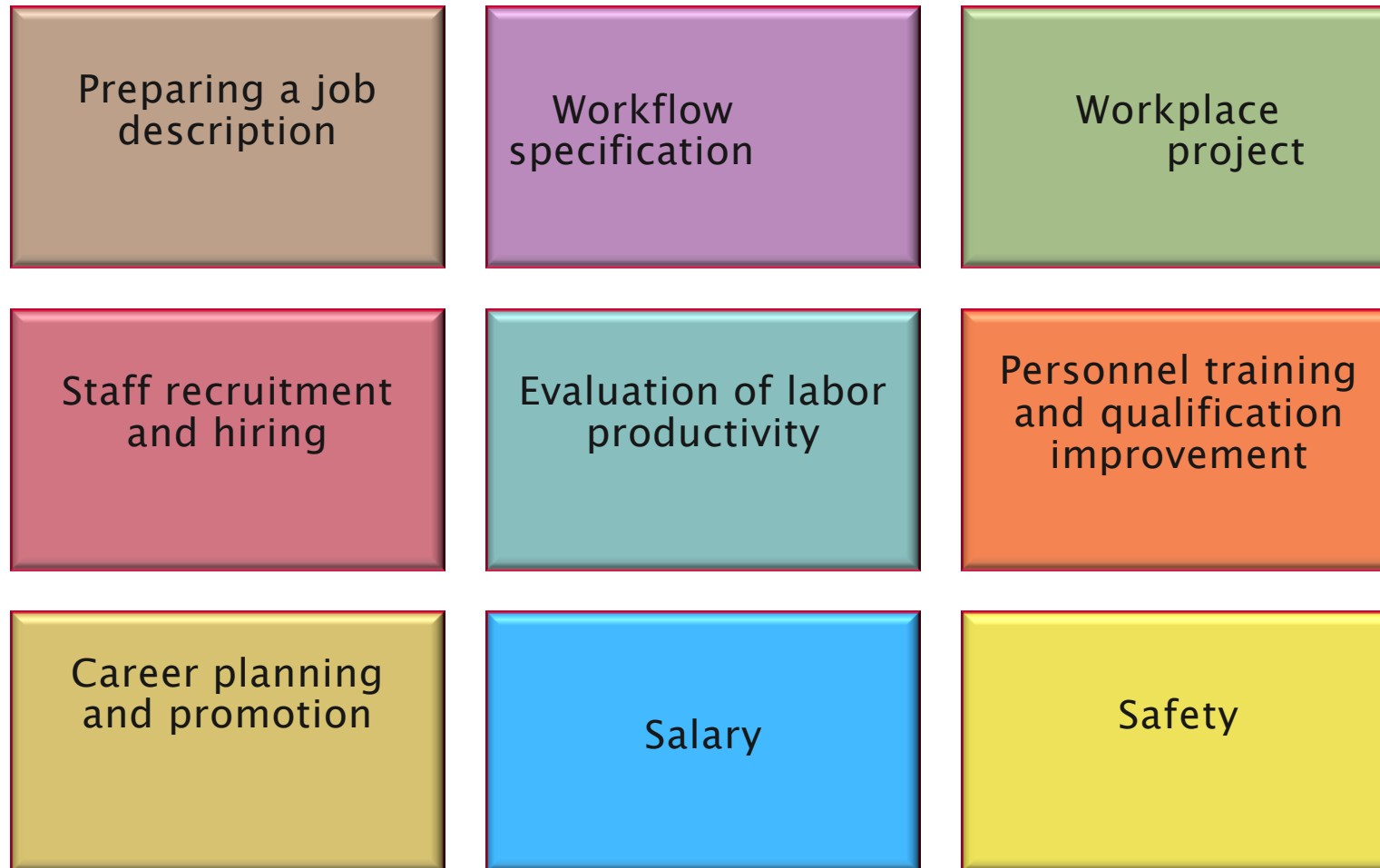
Content of work analysis:

- What does the employee do in this position (workplace)?
- How much time does it spend on certain operations?
- Who does he interact with to get his job done?
- What are the duties, responsibilities, powers?
- What and to whom does it transfer (the results of the work)?
- In what terms and with what quality does the work perform?
- Who controls the worker and whom does he control?
- What equipment is used?
- What professional knowledge, skills, business and personal qualities needed to get the job done?



Workplace analysis

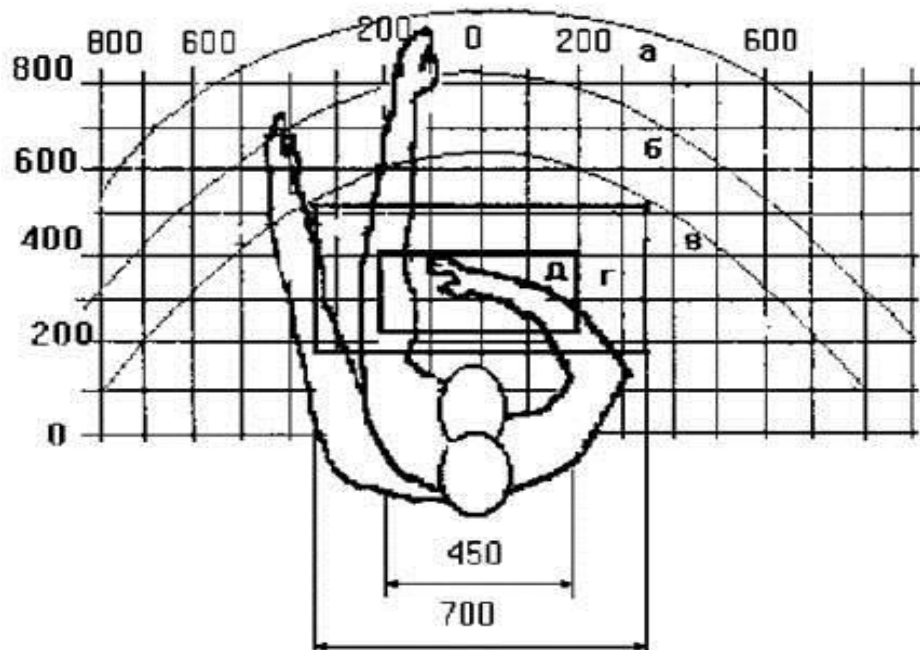
Analysis of the workplace (process) is associated with the development of personnel management programs and is carried out in the following areas:



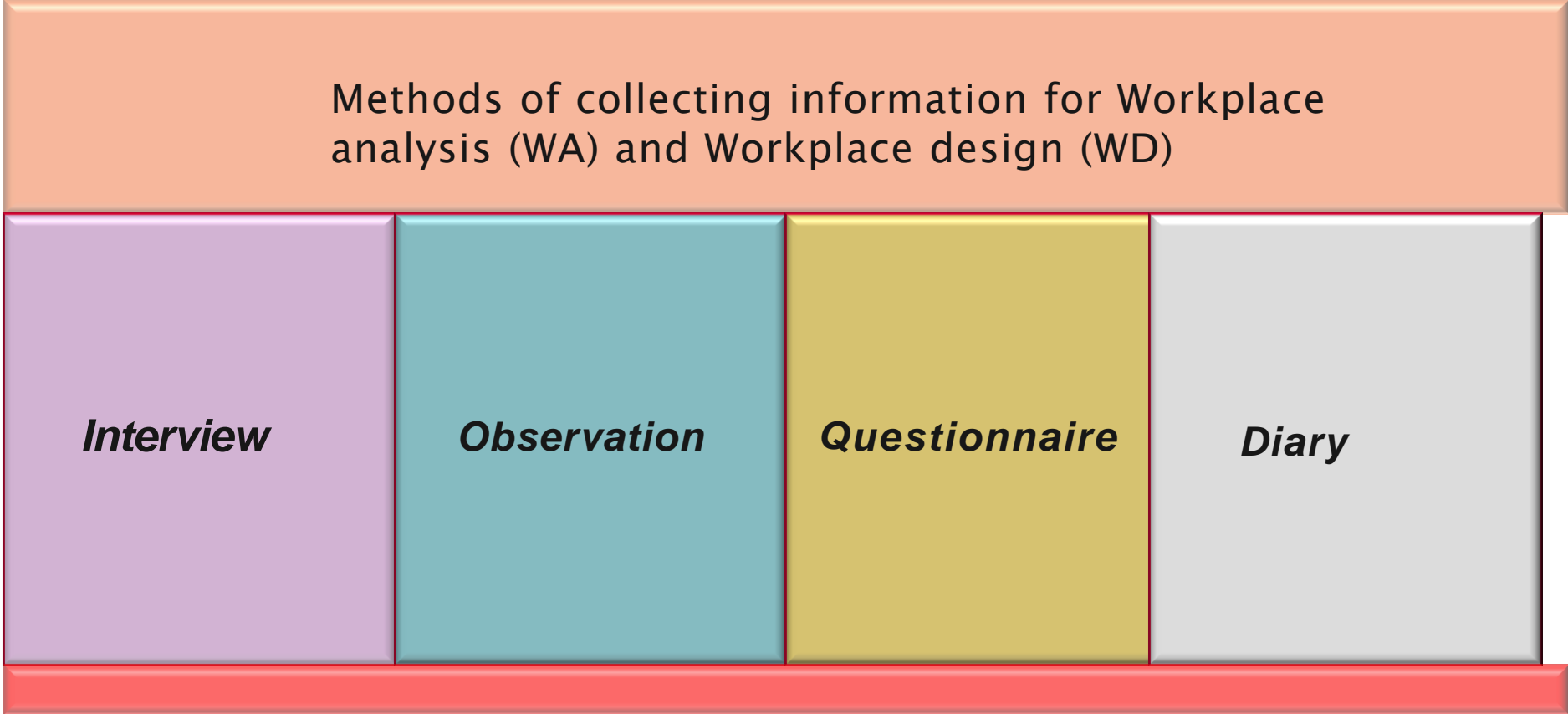
Workplace design

The workplace organization project includes the following main sections:

1. The content of the work (what is being done and with what).
2. Technological, information and other communications.
3. Sketch of equipment placement.
4. Providing the necessary resources.
5. Economic and technical maintenance.
6. Qualification and educational requirements for the employee.



Workplace Analysis Methods



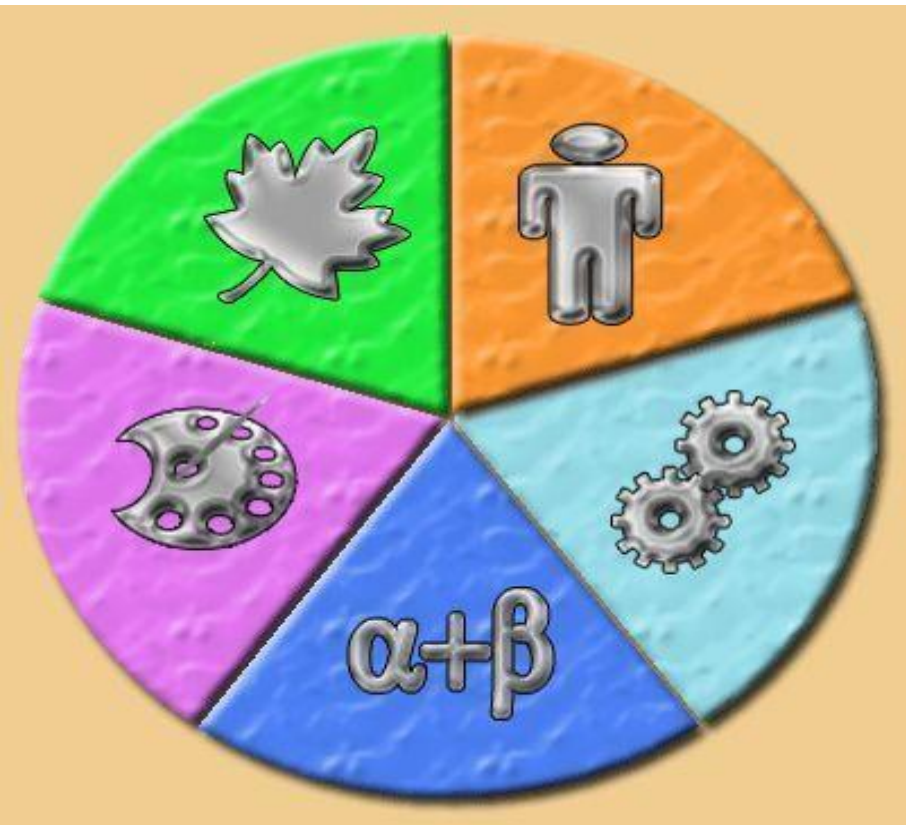
Job description

The job description should contain the following items:



Professiogram

Along with professional standards and job descriptions, HR establishes another term used in the selection of employees – a profессиogram



- **Professiogram** (from Lat. Professio - specialty + Gramma - record) - a system of features that describe a particular profession, and also includes a list of norms and requirements for this profession or specialty to an employee

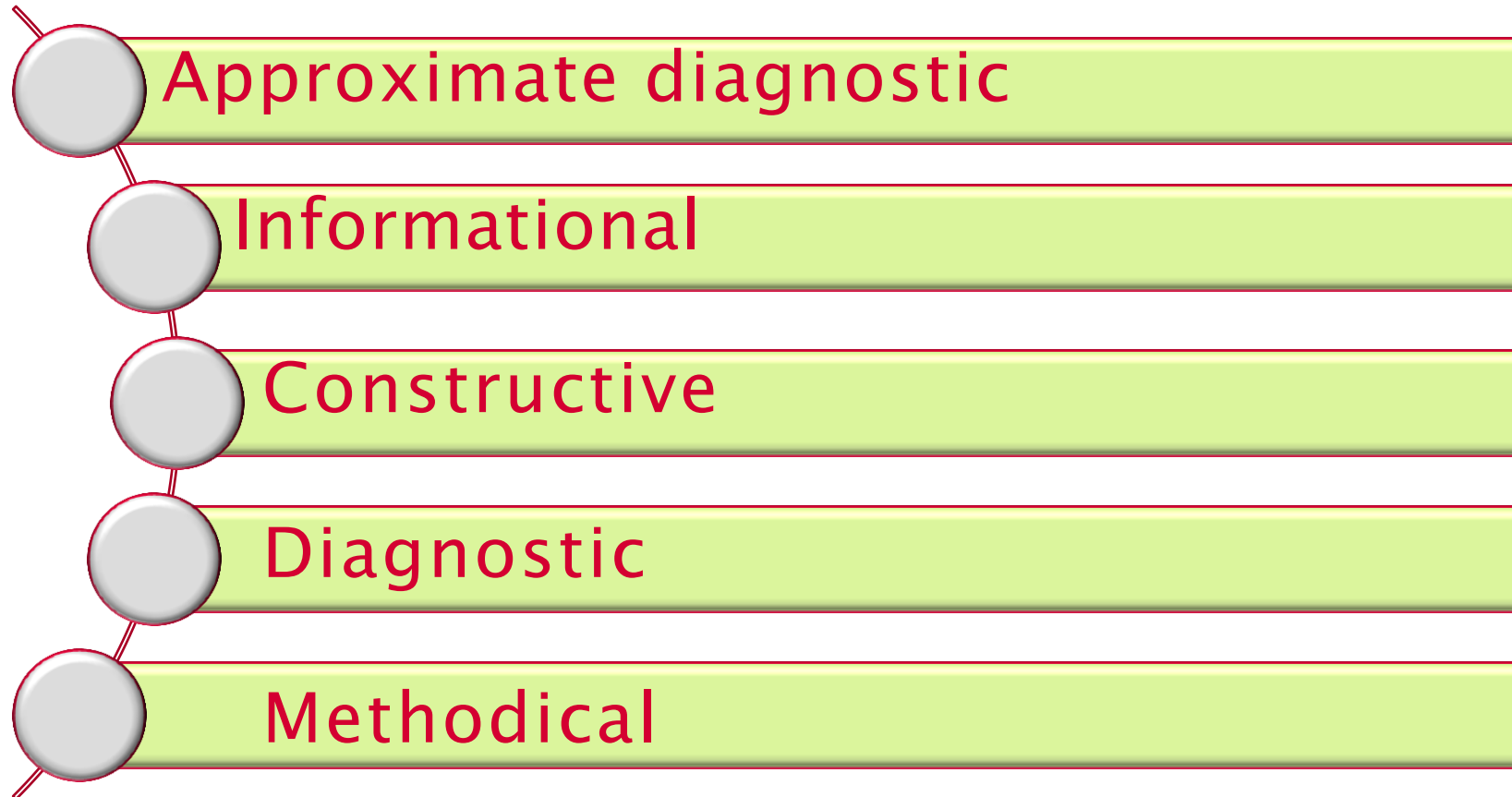
Professiogram

In the process of developing a profессиogram, the following methodological principles should be followed:

- 1 • Consistency
- 2 • Integrity
- 3 • Scientific and modernity
- 4 • Efficiency

Professiogram

Currently, several types of profессиograms exist



Psychogram

