

## ACTIVITIES OF MANAGEMENT AND HUMAN RESOURCES PLANNING IN THE ORGANIZATIONS

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**ABSTRACT:** THE ESSENCE OF HUMAN RESOURCES PLANNING BASED ON SCIENCE AND PRACTICE MANAGEMENT STAFF CONSISTS OF MENTALLY DESIGNING FUTURE ACTIONS OF THE COMPANY IN THE RELEVANT BUSINESS AND POLITICAL AREAS OF STAFF MANAGEMENT. THE PLANNING COMPONENT IS DIRECTED TO CONTENT AREAS: RESEARCH NEEDS OF THE STAFF, RECRUITING AND DISMISSING STAFF, PARTICIPATION OF STAFF AND TRAINING AND STAFF DEVELOPMENT.

**KEY WORDS:** ORGANIZATION, HUMAN RESOURCES, PLANNING, FORECASTING, MODELING, DIRECT PLANNING, MULTI MOMENTARY METHOD, THE ELEMENTARY TIME

**EVERY** organization engaging in activities related to the future design of the the limits and the quality of its products, financial security, securing of raw materials, dispose of the goods and/or services. In essence, it is planning its work, including human resources.

**USUALLY**, human resources planning is defined as "the determination of the number of people with specific qualifications for a suitable job at the appropriate time" or "System for finding the correlation between the availability of human resources – inside the organization according (people already employed) and out (those organization can employ) and opportunities that the organization expected to occur in a certain period of time, which is actually a time frame of human resource planning."

**SIMILAR** are the perceptions of H.T. Graham [2], according to which the personnel planning is "an attempt to prognosticate how and what staff will be needed in the future and to what extent is likely to be met demand", and J. Wolker [3], reviewing planning as "the process of analyzing the organizational needs of human resources in the changing conditions and development activities to meet these needs." A broader understanding of the essence of human resources planning, based on the science and practice of personnel management, defines it as "mentally designing future actions of the company in the relevant business and political areas of personnel management. The planning component is directed to content areas: research needs of the personnel, recruiting and dismissing staff, participation of staff and training and staff development".

**THE** purpose and the scope of human resources planning are to ensure the organization: to get and maintain the quantity and quality of human resources that are needed; be able to foresee problems arising from potential surplus or deficit of the people.

### Planning activities of the human resources

**UNDOUBTEDLY**, the planning processes and the management of human resources should be shifted to one of the first places in the priorities of the company and become one of the primary tasks. In other words - to act quickly and decisively to put people first.

**Demand forecasting:** anticipate future needs of human resources as regards strategic business plans and forecasts of future levels of activity. These needs are expressed both by the number of people required and the necessary experience and skill. Must provide for any change in skill requirements or a new type of experience, sprung from technological or other changes set out in the strategic plans so that they can make plans for the recruitment, requalification and development of human resources, which will need organization.

**THERE** are the ways that can be predicted demand for human resources:

1. **Assessment of management:** this is the typical method. It simply means that thinking about the future development and workload and decide how much and what type of people will need. Assessment can be based on the rules for relations between the working standards and requirements of the people plus total predict the impact of technology and other developments on the requirements for human resources. The main thing though is the job of guessing. For short periods and if it is easy to quickly find people that way will do, but it is not suitable for long-term planning or conditions, where recruitment or loss of people can be a serious problem, so an analysis of trends in the proportions: it is a more systematic approach to predict the required number of judgments.
2. **Work survey,** the most accurate way to prepare estimates of the quantitative demand is based on research work. This requires the use of techniques for working measurements that show how long it takes to perform one or more operations and therefore how many workers are needed for this, taking into account holidays, fatigue, absenteeism and inaction. Then they can create employment standards and to predict the volume of work required numbers are displayed by the application of these standards.
3. **Analysis of the skills and experience:** it is necessary to make careful predictions about future changes in the existing mix or range of skills and experience which will result from the strategic development plans of the company because the product design, market development and introduction of new technologies will affect the type of people required. Although it is often a matter of judgment, it is very important to review every aspect of the development plan and provide its effects on human resources.

**Forecasting the supply:** anticipating supply of people inside and outside the organization through analysis. Estimates are based on:

1. Analysis of existing resources: more jobs, skills, status and experience. It studies movements in proportions, for example between direct and indirect staff to track trends and indicate where any changes in the future could lead to problems in supply.
2. Analysis of the turnover, analyzed rates of departure of the various categories of workers to be laid in the future replace. Should also be explored reasons for turnover for different categories of workers to provide for measures to reduce losses.

3. Prediction of changes in working conditions and absenteeism: working time in the future will depend on the official working hours, overtime policies, duration and scheduling of vacations, shift system, pension policy and the hiring of temporary workers.
4. Predicting the sources of training schemes: these include vocational training and other training courses separation from work. Forecast sources take into account natural turnover during training and that turnover is often increased significantly towards the end of the training, unless measures are taken to encourage students to stay.

**Determining requirements** for human resources: analyzing forecasts of supply and demand, to identify future needs or surpluses.

**Action planning:** preparation and implementation of plans to meet the future needs of human resources or deal with surpluses.

**ACTION** planning decide how it will fulfill the tasks of human resources and what should be done with the problems of major technological changes, the surplus of labor or high turnover. Basic elements, depending on the circumstances, are:

1. *Plan for recruitment*, which will determine the number and type of people required and when they will be needed; some special problems of supply and how to resolve; program for recruitment.
2. *Plan for development* of the human resources, which will show: the number of required students or students and a timetable for their recruitment and training; the number of working employees who need training and requalification and training program; new courses to develop or changes to be made to the existing courses;
3. *Plan for detention* which describes the measures necessary to reduce staff turnover, which is inevitable, under the following headings: problems with payment; the employees leaving to continue his career; the employees leave because of a conflict; crisis of the inauguration (commencement of work); labor shortages; changes in operational requirements; loss of unstable workers.
4. *Plan for requalification*, which offers programs for transfer and retraining of employees.
5. *Plan for oversupply*, which shows:
  - the extent to which the excess of people can be absorbed by natural turnover, which of course is the preferred model;
  - who will be superfluous, where and when;
  - the size to encourage voluntary release and assumptions that must be made for a new job;
  - plans for requalification;
  - the steps that should be taken to assist the released employees to find new jobs;
  - the policy for announcement of the dismissal and payment of compensation;
  - program of consultation with trade unions or associations of workers and informing affected.

### **Budget of the human resources**

**THE** plans for the workforce should give the basis for osiryryavane obtain what is required of people and the opportunity to move things instead of paying attention only to the

problems of excess or shortage of labor. The care for human resources should be extended beyond simple recruitment and retention of staff to the need to control their use so as to increase productivity and clutter or zagybata people.

### Major budget of the human resources

**THE** main budget quantified zayaelenie the number of employees necessary to achieve these production standards and results. This quantitative application becomes a valuable budget by multiplying the number of employed people in their charge during the budget year.

**THE** methods used for preparation of the budget is similar to that used for the preparation of the plans of human resources, ie discretion of the management, analysis of the trend in proportions, work studies the best approach, if applicable, or mathematical modeling.

### Administrative staff

**CLUTTER** in administrative departments is widespread. Consultants specializing in measurement of the administrative work can almost always ensure that they are able to reduce by 15% or more without adversely affecting production or quality. The reasons for this are clear enough and include:

- Lack of standards on which to base estimates of human resources;
- Solving peak loads by more people, instead of adopting measures or mitigate these loads, or to address additional work, not additional people;
- Striving to recruit staff before the time comes when we actually needed;
- Overload of unnecessary documents;
- Not coordinated documentary systems, leading to duplication of work;
- Ineffective or losing procedures;
- Ineffective supervision;
- Badly trained staff.

**THESE** problems are common enough in most organizations to signal a need to pay more attention in making excuses for remaining maxillary levels of administrative staff, as well as a number of other reasons for the increase.

### Managerial and professional staff

**THIS** is the most difficult area in which it can be satisfactory budget: This is mostly a matter of discretion, especially in the technical and financial departments. Analyzes the trend in proportions rarely useful. You can follow clutter in any one of the reasons mentioned above for the administrative staff, as well as a number of other reasons:

- Unclear what you need to achieve employee, office or department; Badly trained staff. Bad organizational structures that create too many Badly trained staff. levels of management and supervision, each of which generates its requirements for additional staff and related additional productive work for others;
- Multiplying overburdened departments of management, which again tends to create unnecessary work for themselves and others;
- The tendency of certain leaders to "build an empire" or because of genius, but a bad feeling that their function should be expanded, or as a means to increase their own prestige.

- These trends can be managed only if submitting each executive or service of a serious assessment, and to assess the need for additional staff and the preservation of the existing structure.

### **Transfer budgetary projections in the program for staff**

**THE** budget for human resources should not be just a means to control jobs. He must give full information planirane hiring or training programs to reduce jobs. Hiring plans should hit minimizing costs and osigyryavaneto the required quantity and quality staff. Plans to cut jobs should be made as early as possible to freeze hiring and reduction to perform naturally.

**IN** modern conditions, when the long-term success of an organization depends to no small degree of human resources management and in particular the activities of planning, it could be seen as a process, supporting management decision in the main personal activities:

- Determine the staffing needs;
- Analysis of the staff;
- Human resources development (career planning, planning redundancies, retirement, continuity in the positions, qualifications, training, retraining);
- Planning of employment;
- Planning personnel costs.

### **Determine the needs for human resources in quantitative and qualitative terms**

**QUANTIFICATION** of the need for staff is related to the time needed to perform a job. The time required can be determined by: directly measuring; multimomenten method; method of elementary time.

**THE** process for the **direct measurement** of time undergoes the following steps:

- Determination of work to be performed direct measurement;
- Determination of workers who will be made direct measurement;
- Measurement of the time required for performing the work of the workers;
- Determination of coefficient of labor productivity, showing how each worker perform the task;
- Determination of the individual normal time as the product of the data for individual work performance and utilization rate of labor productivity;
- Determining statistical normal time (most often as an average);
- Determine the time to break and the possible upsurge in productivity after it;
- Determining the number of workers needed for the job.

**Multi instantaneous method** comprises the following steps:

- Recruitment of statistics;
- Determining the range of minimum and maximum time necessary to perform the work;
- On this basis, determine the necessary personnel for the job.

**MANY** vacancies are filled by external sources even when its employees is increased to the upper hierarchical level, then his workplace shall fall vacant. Following a policy of internal recruitment, the organization moved workers from a lower to a higher level until release this job it is usually the most constant, known as the "port of entry" and representing the relationship between internal and external labor market.

**STAFFING** needs are determined by the **method of elementary time**. Restrictions on the application of external recruitment are linked to the high costs of time and money for recruitment and selection, difficulties in adapting to new employees and the resulting moral problems for people in the organization who are qualified and can occupy the vacant position to which appointed the new workers. The recruitment of candidates for the vacant post is the first phase of the process of filling a vacant place. Casting is the process of selecting candidates. Successful selection of the applicant organization is based on the development of criteria by analyzing the work and wage requirements for applicants. Elaboration of criteria include: a description of the tasks performed in the workplace, a description of the vacancy in the organizational structure, description of requirements to the applicant. The selection process aims to find a candidate whose "life profile" maximum approach to the requirements, as is natural variation in one way or another between the "profile requirements" and "profile capabilities."

**The presented theoretical considerations allow the following conclusions:**

1. The main issue related to work on the planning of human resources in the organization, is the construction of the planned activity as a single system, including planning staff;
2. The relations and interaction between the business plan and that of human resources is a prerequisite for effective planning work;
3. Staff planning, as part of the strategic planning allows senior managers to understand the importance of human resources for the successful development of the company.

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