Business Planning

Human Resources Planning

Long range planning →

Strategic planning

Corporate philosophy
Organizational misison
Strengths and weaknesses

Environmental scanning

Labor supply analysis
Labor force composition
Social/cultural changes
Demographic changes
Legal and regulatory agency changes

Middle-range planning →

Operational planning

Organizational goals and objectives

Forecasting

Projected personnel needs by job category
Attrition
Productivity changes

Short-range planning →

Annual goals and objectives

Budgets
Economic forecasts
Performance goals
Annual operating plans

Projected staffing requirements

Surplus or deficit of personnel
Staffing authorizations
Succession planning
Promotions and transfers
Training and development

figure 4.3

Job Analysis: A Basic Human Resource Management Tool

Tasks	Responsibilities	Duties

Job Analysis → Job Descriptions / Job Specifications →

- Human Resource Planning
- Recruitment
- Selection
- Training and Development
- Performance Appraisal
- Compensation and Benefits
- Safety and Health
- Employee and Labor Relations
- Legal Considerations
- Job Analysis for Teams

Knowledge	Skills	Abilities

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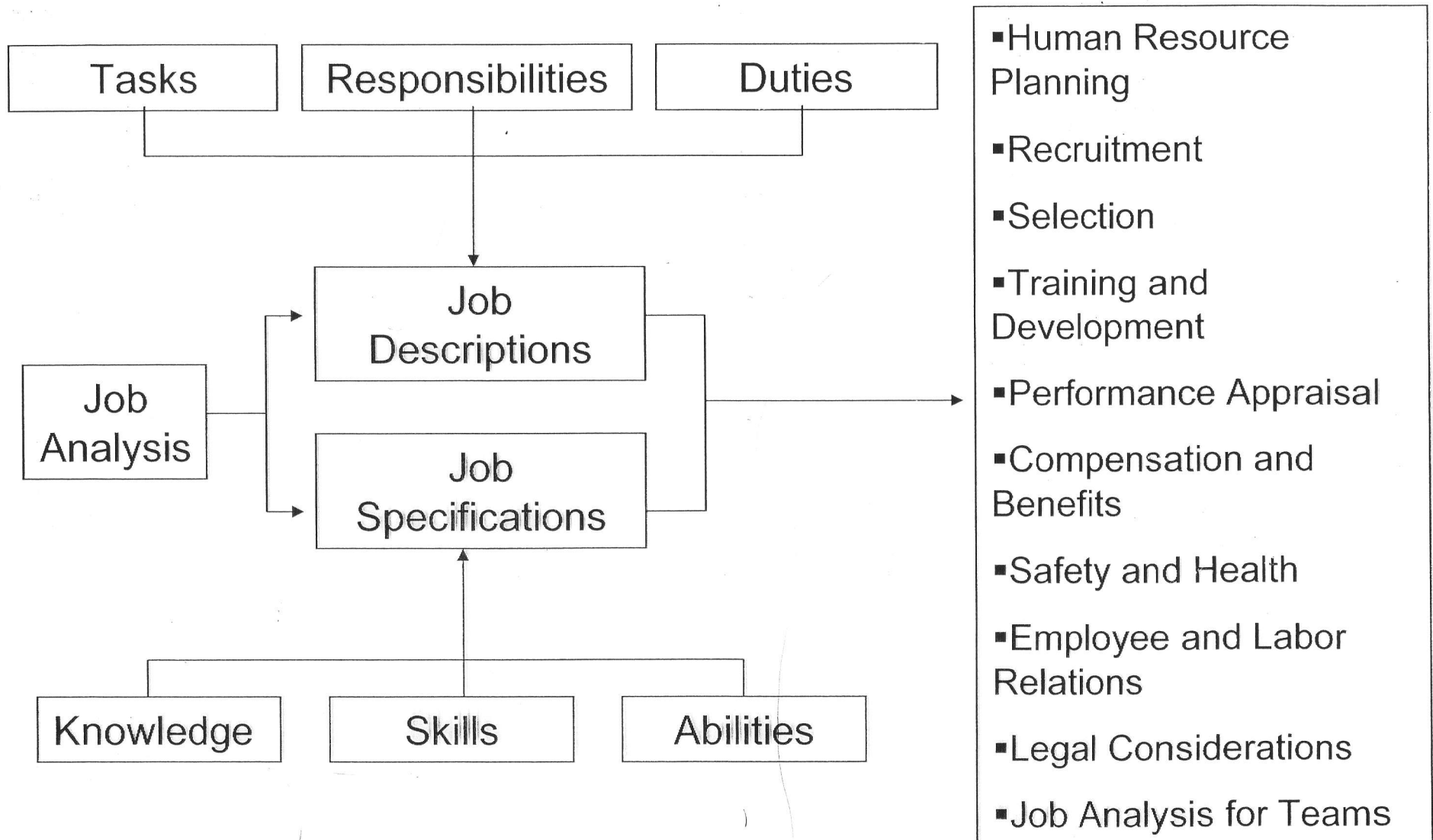
Summary of Types of Data Collected Through Job Analysis

- **Work Activities** – work activities and processes; activity records (in film form, for example); procedures used; personal responsibility

- **Worker-oriented activities** – human behaviors, such as physical actions and communicating on the job; elemental motions for methods analysis; personal job demands, such as energy expenditure

- **Machines, tools, equipment, and work aids used**

- **Job-related tangibles and intangibles** – knowledge dealt with or applied (as in accounting); materials processed; products made or services performed

- **Work performance** – error analysis; work standards; work measurements, such as time taken for a task

- **Job context** – work schedule; financial and nonfinancial incentives; physical working conditions; organizational and social contexts

- **Personal requirements for the job** – personal attributes such as personality and interests; education and training required; work experience