

Overview of Strategic Planning of Human Resources and its Role in the Organization

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Abstract

One of the key elements in the management is planning. Planning is infrastructure elements of management process. The way that organizations and how to combine the path of integration in the form of all of their efforts on activities and targets. It is the purpose of achieving organizational results. So management plan must be good for all resources under their authority. One of these resources that is a strategic resource for organizations, is HR. Strategic planning is an important component of the doublet issues, factors have led to new insight in the strategic planning of human resources but due to some limitations issues this type of planning in organizations not used as comprehensive and exact fit.

Keywords: strategic planning, human resources, competitive advantage

1. Introduction

Because nowadays most valuable production operating and most important asset of any organization which is creator and source of competitive advantage and creator of basic features for each organization are human resources, so one of the main planning agencies, is human resource planning. A significant factor for the existence of human resource planning is planning to achieve the skilled and training requirements and finally, development of human resources.

The most effective way to achieve competitive advantage in the current situation is making staff efficient and reform organizations by improving them and what is important in the development of human resources is improvement of human resources that cannot be achieved only with technical training, but from different ways should develop staff and this will not be possible unless apply strategic management in the field of Human Resource Management.

Strategic planning in organizations is used through various methods which brings benefits to organizations and institutions, these benefits include: Clearly define of purpose of the organization is determined in consistent with the organization's mission with regard to capacity and time frame set for the organization, associated with the components and elements of organizational goals and objectives develop a sense of participation in the program, ensure more effective use of resources, focus on key priorities and resources, provide the basis for progress and mechanisms for change, more attention to the efficiency and effectiveness; communication bridge between the staff and board and directors; Strong team building and staff on board; communication between board members; create greater satisfaction among planners with a shared vision, Increase productivity, through improving efficiency and

effectiveness, on the other hand, human resource planning is the process for evaluating the application, the size, nature and distribution of human resources to accomplish the required demand. Hence, the first step in any program personnel and human resources management, is human resource planning.(4)

As noted above, the strategic planning is the process which goals, activities and mission of the organization determine in the long run. Therefore, with overall objectives of the organization, methods to achieve these objectives, resources, market conditions, technological change, product development and capital including those that are considered in strategic planning process.(5)

2. Strategic planning of Human Resources

According to (DECENZOROBINS) human resource planning is the process by that organization defines that how many employees with what expertise and skills, what careers and what time are needed to achieve their goals. The aim of HRP is analysis of supply and demand balance with a structured approach, because it begins with a clear picture and fast-moving regarding future that purpose is to determine and analyze areas of practice as a result, in human resource planning. We need recognition member and required skills for everyday tasks and changes that may alter capacity in the future and committed volume of the activities. It includes a good understanding of strategy and a detailed business plan. Then we have the manpower supply situation in terms of current manpower inventory and their needs that how should be changed. This issue indicates that organizations need a detailed understanding of characteristics and the relationships between their members and the organization. Strategic Planning for Human Resources is the process towards establishing human resources objectives and Human Resource Development Strategy to achieve the objectives, policies through mobilization, development and maintenance of human resources. Human resource planning is associated with environmental concepts and the operations and is including the internal and external factors.(6)

External factors including economic pressures, changes in technology, rules and regulations, the political situation, labor market and education, internal factors include the purpose and objectives of the organization, culture, structure, human resources and stakeholders. Human resource planning has distinctive features and the following characteristics:

- 1 - Knowledge: Assumptions made clear on the issue of human resources;
- 2 - Analysis: Relies on a series of judgments and facts;
- 3 - Target-Oriented: Tools for Organizational Decision toward achieving the goals of human resources, especially in the corporate purposes;
- 4 - Vision of the Future: Human resources and foresight to anticipate problems;
- 5 - Social Collectivism: Focuses on groups rather than individuals;
- 6 - a little: Due to the individual and organizational members.

Why do organizations use to HRP. There are reasons that organizations are compliant with HRP:

- 1 - Optimism towards more flexible use of resources or reserves;
- 2 - Acquire and develop skills that are essential for development;
- 3 - Identify and explain potential problems;
- 4 - To minimize the chance of bad decisions;
- 5 - In order to understand the current situation facing the future;
- 6 - Free thinking and challenge assumptions;
- 7 - Clear decisions can be challenged;
- 8 - The link between HR programs with business applications;
- 9 - Coordination and coherence between actions and organizational decisions;
- 10 - To regain control of the operating units.

Briefly, organizations are compatible with human resource planning by the following ways:

Planning principal (fundamental): This plan suggests that human resource planning is a scholarly work;

Planning process: This type of plan indicates that human resource planning process is beneficial for the organization;

Corporate planning: This type of planning, resources, and organizational issues are included

Human resource planning: there are certain goals for the organization, the most obvious decisions about human resource we endeavor to source more flexible navigation through innovation, working patterns, forms and contracts is clearly seen. Some organizations tend to upgrade capabilities through redeployment of staff (Job Rotation) and some other tends to scarce skills and develops them in the long term. HRP allow all organizations to challenge way of thinking and the assumptions that decision making is based on them. In addition, this intellectual foundation will not form without conscious thought. It provides an opportunity for organizations that normally their leaders consider items that would be in the future. (7)

HR planning process has benefits for all organizations especially for organizations that are doing reorganization and those who have decision-making power delegated to the operational units. While the merits of the organization's activities should be crystallized but optimism resources has benefits for the organization. HRP can be considered as a mechanism for influence and coordination for different sectors of trade and commerce. (4)

Communication and coordination is the way that through it commercial strategy is identified and linked to HR strategy. We are witnessing that organizations apply human resource planning systems for the process and organizational reasons. One of the items that are used in the successful management of resources is systematic and coherent view of the organization and human resource planning. (5)

3. Existent obstacles

Organizations should identify existent obstacles in the implementation of human resource planning and take action to resolve it in a timely manner.

Major obstacles of human resource planning are:

- Planning and Forecasting pessimism in certain cases;
- Central units operating units tolerance against interference;
- Lack of communication between the various activities in the planning process, especially between business planning, financial and personnel;
- The conflict of human resource , that caused by financial units and personnel;
- Creating Strategy by Business Planning that there is no relationship between financial budgeting and resource planning due to the lack of communication between the strategic planning and budgeting processes, strategies and action cannot be closer to the target.(3)

In the human resource planning inappropriate techniques are used to assess future needs; Human resources uses of past trend line To predict future; human resource planning is run after the planning operational by the institutions; in the human resource planning does not pay enough attention; To the qualitative aspects (Development of specific skills, performance and potential of individuals)

Human resource planning is largely considered as short-term performance issue. If company's operating units and central be involved with each other and be suspicious about each other this problem will become more acute, so stimulating factor for such conflicts and problems is suspicion of planning and lack of trust of units to each other.(2)

4. Strategic Planning patterns of human resource

Strategic human resource planning model is a concept for integration of human resource planning and strategic planning of organization and is strategic planning of organization. This model can be used with the aim and practical concept that indicate independence of organization designing and organizational structures at different levels. Aims and objectives of the model are as follows:

Participation in overall organizational performance;

Showing the importance of human resources.

Active role in the development of human resources will support the continuous improvement of enterprises;
establish a clear connection between the core activities of the business and human resources;

Design Planning tools that create support and facilitate needed to develop human resources

Elements of strategic human resource planning model

1 - strategic process;

2 - The process of human resource planning;

3 - programs;

5. Strategic process:

This includes clarifying and defining the strategic positioning objectives and strategic decisions and analyzes the internal and external environment. To define the strategic situation internal and external factors should be identified and explained. Components of this process include:

6. Strategic decisions:

Strategic decisions are strategic tool for achieving the ultimate goals of the Institute and strategic objectives are as ultimate goals of the organization that all agents are working towards achieving it. Strategic Target helps to different parts of a task to assess the functional consequences of strategic.

7. Analysis of internal environment:

Including micro-analysis of intra-organizational issues, number of employees, job skills, organizational structure, supply ability, Stock, sales etc. define the status of human resources and designing programs to achieve objectives, what appears to be a critical step analysis of Human Resources and human resources required to predict several factors within the environment affecting on management decisions, But most of the features and quality of human resources, organizational culture. Organizational structure, job skills that must be considered experts and managers, human resource planning, but the most important effect that must be considered by Experts and managers of human resource planning are quantitative and qualitative characteristics of human resources, organizational culture organizational structure, job skills.(5)

8. Analysis of the external environment:

This component includes identification and analysis of key factors outside the institution which have potential impact on human resource management organization. Changes occur in economics technology, capital markets, educational and cultural demographics and political factors. Their impact on programs and human resource policies should be

identified and of these factors economic conditions, social and cultural, labor supply and technology development have more tangible substantial effect than other in terms of human resources. Because the everyday life of organizations employee and their livelihood and also understanding the culture employment volunteers in organizations and selecting those aligned with the organizational culture, is an effective strategy of human resource management, and on the other labor market and human resources supply is considered as a tangible phenomenon particularly in industrialized countries that at any period, type of labor market has a specific impact for any profession.

9. Analysis of strengths and weaknesses, opportunities and threats (SWOT):

This analysis is based on the logic so that maximize effective strategies strengths and opportunities, while it minimizes the weaknesses and threats. (14) Opportunities and favorable conditions in the institution, key factors considered to be one source of chance, understanding the market, changes in competition, changes in technology and is considered an opportunity for the institution.

Threats have several major impacts on adverse conditions. In institutional environment market growth, regulations etc. can be a threat. Strengths, resources, skills are other benefits to competitors and market needs that institution in which they work or will work. Weaknesses are limitations or lack of resources, skills and abilities that will impede effectiveness, equipment, financial resources, management skills, marketing can be a source of weakness.

10. Programs:

In this process, human resource strategies and policies are identified, examine how to manage a company's employees to achieve organizational goals and human resource development through various frameworks (Training, job rotation, promotion, etc.) and economic implications of corporate applications and improve production and marketing determined and will be announced.

11. Human resource planning process:

This component includes micro and macro analysis of human resources variables, environment and organizational culture, organizational structure, quality of working life, Job skills, fitness level, benchmarking of best outcomes assessment, human resource implications of human resource development, human resource development and measurement tools and corrective actions. (7) Imaging of the status quo and analysis of the current situation are two main tasks that should show good and decent features of human resources. Imaging of the status quo show the duties based on conditions of obtaining staff and specific job descriptions and their level of competence, also through qualifying conditions skills and competencies which exert are determined. What is considered in task analyzing is benchmarking the

best that improves performance by identifying and applying best skills that there is in human resources development. The purpose of benchmarking, is finding examples of good performance and awareness of the human resource planning process that will cause the desired performance. Emphasis of human resource planning process is on study of the impact of human resource development, design processes; assess consequences of HR, strategies and programs, which through task sections is established. Based on conducted assessment of HR final decision is taken by the institution's programs. However, sometimes the strategy adjustment destination and consequences of assessment before the final decision is useful when happen in institution programs. Outcomes of strategic decisions are used as a framework for developing applications. Human resources department is a management process and has advisory role to ensure the implementation of human resource programs. HR department pays to design process, implementation time frames, responsibilities and improving working methodologies. It has an active role in the development of human resources and to develop a coherent trade. The consequences of all projects and programs in terms of human resources when completed works as a model for human resources. After explaining the model differences will be analyzed and reviewed.

Comparing the results of the analysis of Human Resources with implications of development of human resources stage shows, nowadays, we're less attention to issues such as:

- Where is the mistake or error?
- How do you make mistakes?
- What cracks gauges?
- What kind of work is done for human resources?

In the present model analysis and measuring devices, the requirement for manpower planning, human resources raises and addresses; management plan must be approved prior to implementation. The use of measuring devices should be in partnership with management and Implemented according to the changing roles of HR

Implementation plan, performance and activity indicators and success factors are important Issues at this stage. The last component of the model includes monitor progress and corrective actions. Plan should be continually applied in accordance with the plantoward achieving reform until brought good answer for organization.(1)

12. Conclusions

Since human resources are considered as most valuable factor of production, creator and source of competitive advantage and the key features of each organization and the human factor strategic resource for organizations, therefore, human resource planning is component of strategic planning and the foundation of human resource planning is

understanding assumptions that decisions are made and if Foresight and judgment be right, expected objectives will be achieved.

What is considered in recent years in human resource planning and strategic planning is done for it, is understanding of the situation inside and outside the institute in order to deal with the future, because is the aspect of the planning of institute that instead of financial or other resources focuses on staff and analysis of the strengths, weaknesses, opportunities and threats takes place according to internal and external factors affecting the company's activities. Also, with increasing competition and the scarcity of skilled personnel for the needs of the market, planning and resource management many efforts towards human resource planning needs

. Hence evaluate different models of HRP and optimize the use of the institutions and organizations would be effective for planning and improvement of human resource.

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