



Examining patterns and processes of planning young manpower

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ABSTRACT

Background and Aim: The analysis and forecasting of the need for a labor force, especially specialized forces, in the second half of the 20th century drew the attention of governments more and more. One of the human resource planning approaches is the modeling approach, which includes forecasting and scenario planning. In this article, an attempt has been made to provide a comprehensive model by analytically examining the human resources planning models. **Method:** Historical method has been used for this research. Historical research emphasizes collecting data related to the past from reliable sources and their analysis. **Results:** The collected data indicate that all the models are related to analyzing the current workforce and identifying the skills needed in the future to improve services and provide the organization's existential philosophy. Analysis of supply and demand, comparison between the current workforce and the workforce. The future and identification of shortages or surplus of human resources are common concepts in all models. **Conclusion:** Human resource planning, with its two hard and soft dimensions, satisfies employees and managers and allows the organization to use all resources optimally. Therefore, in order to comprehensive planning Human resources, human resources managers should be familiar with the policy and executive requirements of the organization, be in contact with all organizational units, be aware of the needs and demands of employees, and include all matters in short-term and long-term plans.



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Introduction

The history of staff management in the organization has ancient roots, but what is clear is that before 1900 AD, manpower was understood exclusively in meeting the needs of employers. During the industrial revolution in England (1760 AD), the employer was the undisputed power and the worker was a pure obedient, in other words, a human being. It had an economic and instrumental meaning. Gradually, with the formation of welfare issues in 1900, the fields of change in the perception of economic man to social man emerged, and as we got closer to the 21st century, the determining role of human power despite the advancement of technology and planning. And the complexity of human administration became more important (Sidjavadin, 2016). In the last few decades, the human resources department has played an important role in the effective use of human resources in the organization and, as a result, achieving the desired organizational goals (Qamri, 2021). In order to effectively continue the vision formulation process until the realization of organizational goals, it certainly cannot be a superficial, fleeting, or accidental process. This process in favorable conditions requires complex planning of all resources, without which the organization cannot achieve its goals. This complexity in relation to human resources, which has its own characteristics, makes the problem more challenging. Meanwhile, the speed of changes is one of the key variables that can be very effective in organizational dimensions, especially human aspects. As any organization's most valuable and effective asset, human beings can never be easily replaced, removed or added like other resources. Therefore, the planning process for this main resource must be carried out with special care and obsession (Agarwala et al., translated by Abtahi et al., 2016). In fact, in workforce planning, a situation audit is first performed, including environmental analysis and organizational assessment. , the appearance and result of this audit will lead to the prediction of the required manpower. After estimating the human resources available in the organization and comparing the required human resources and the available human resources, the future plan of human resources management is determined (Mohsani, 2019).

Since human resources are the most valuable factor of production and the most important

capital of any organization and the main source of competitive advantage and creator of basic capabilities of any organization, then one of the most important organizational planning is human resources planning. An important factor for the existence of human resources planning is planning to meet the skill and educational needs and ultimately improve human resources. Examining the development process of human resource planning in the world shows that in recent years and future predictions, more attention has been paid to man and his role in the organization, leading to planning and creating systems that can meet the requirements arising from this importance. Paying more attention to education and career planning per the rules and organizational culture forces human resources planners to respond to these needs and design appropriate systems and programs (Pidai, 2019). Therefore, it is necessary to present a comprehensive planning model that covers all the organization's needs in this era. Therefore, the current research aimed to investigate the patterns and processes of planning young manpower.

Method

Historical method has been used for this research. Historical research emphasizes collecting data related to the past from reliable sources and their analysis.

Results

According to Gesler's theory, human resources planning is a process including predictions, development and control; Through them, a company makes sure that it has employed the right number of people in the right places and at the right time to do a specific job in order to get the most economic results. "Wetter" defines human resource planning in another way; he says that planning is a process according to which management determines how an organization should move its existing human resources from a specific situation to the desired situation and conditions to a slow planning in which the management directs the organization in the direction that an appropriate number of specific people will do the work at the right time and in the right place, which results in long-term benefits and maximum benefits for both the organization and the people of the organization. "Calmon" defines human resource planning in another way. According to him, this concept is a process in which conditions, requirements, and

human resources are determined so that they can implement the organization's plans. Aggarwala et al., translated by (Abtahi et al., 2016).

Desenzo and Robbins model (classic model)

At. This human resource planning process model consists of five stages:

- 1- Determination of human resources in the organization
- 2- Study and review the future goals of the organization
- 3- Estimating the organization's need for manpower (a requirement for manpower according to the organization's future goals)
- 4- Estimating the supply of manpower (from domestic and foreign sources)
- 5- Comparing the supply and demand of human resources and determining the organization's personnel policies based on it (Panjeh, 2014).

NASA model

In this model, by identifying the current situation and comparing it with the future situation in the five steps shown in the figure below, the identified gap is filled and the organization is placed on the right path and situation (Hasnian, Shehamat; Atmani, Jafar, 2014).

Model of human and health services

Examining this model shows that the process of manpower planning is to analyze supply and demand and determine the gap and finally plan to eliminate the gap. The noteworthy point in this planning is the examination of the current and desired situation of human resources according to the dimensions of the ability, skill and knowledge of the employees (Ahmadi et al., 2013).

French model

Wendell French defines human resource planning as an inseparable part of the human resources recruitment process and says that this sub-process includes activities such as imposing skill levels, and analyzing current and expected vacancies due to retirements, layoffs, transfers, promotions, and leave. Or there are other reasons.

Braham model

Another common model is the Braham (1975) model, modified by Peelbeam and Corbridge (2002). The model mentioned in the diagram below is a common human resources framework. This model has 4 basic steps: analysis and exploration, forecasting, human resource plans, implementation and control (Fani & Shiri, 2018). The model of Torrington et al

Traditionally, manpower planning has focused on the number of employees and the organization's level and type of skills. A typical model of traditional manpower planning is shown in the model of Torrington et al. In the Torrington model, the emphasis is on balance between supply and demand so that we can have the right number of employees at the right time. Business strategies and objectives influence demand.

The Rangriz model consists of five stages as follows:

The first step: the assessment of the existing human resources

Second step: Examining the organization's future goals

The third step: estimating the human resources needed by the organization (demand forecast)

The fourth stage: providing the required manpower (supply forecast)

The fifth step: comparing the supply and demand of manpower

Conclusion

This research aimed to investigate the patterns and processes of planning young manpower. All the models are related to analyzing the current workforce and identifying the skills needed in the future to improve the services and fulfill the organization's philosophy. Analysis of supply and demand, comparison between the current and future workforce, and identification of shortages or excess human resources are common concepts in all models (Fani & Shiri; 2018).

In fact, by analyzing the current situation, identifying challenges, strengths, and weaknesses of human resources and considering the desired situation by drawing a comprehensive map, human resource planning can provide a solution to the organization's current human resource management challenges. Human resource planning, with its two hard and soft dimensions, satisfies employees and managers and allows the organization to use all resources optimally. Therefore, in order to comprehensively plan human resources, human resource managers must be familiar with the organization's policy-making and executive requirements, communicate with all organizational units, be aware of the needs and demands of employees, and include all matters in short-term and long-term plans.

Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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