

Introduction

Through HR planning, managers decide how resources are to be used for maximum productivity.

The human resource planning meaning is to ensure an organization's personnel and human resources aren't only productive but also working to the best of their ability

From hiring the right people to laying them off when necessary to meet the needs of the business, human resource planning covers it all

The human resource planning definition also includes factors that impact employee performance, recruitment, retention and succession planning.

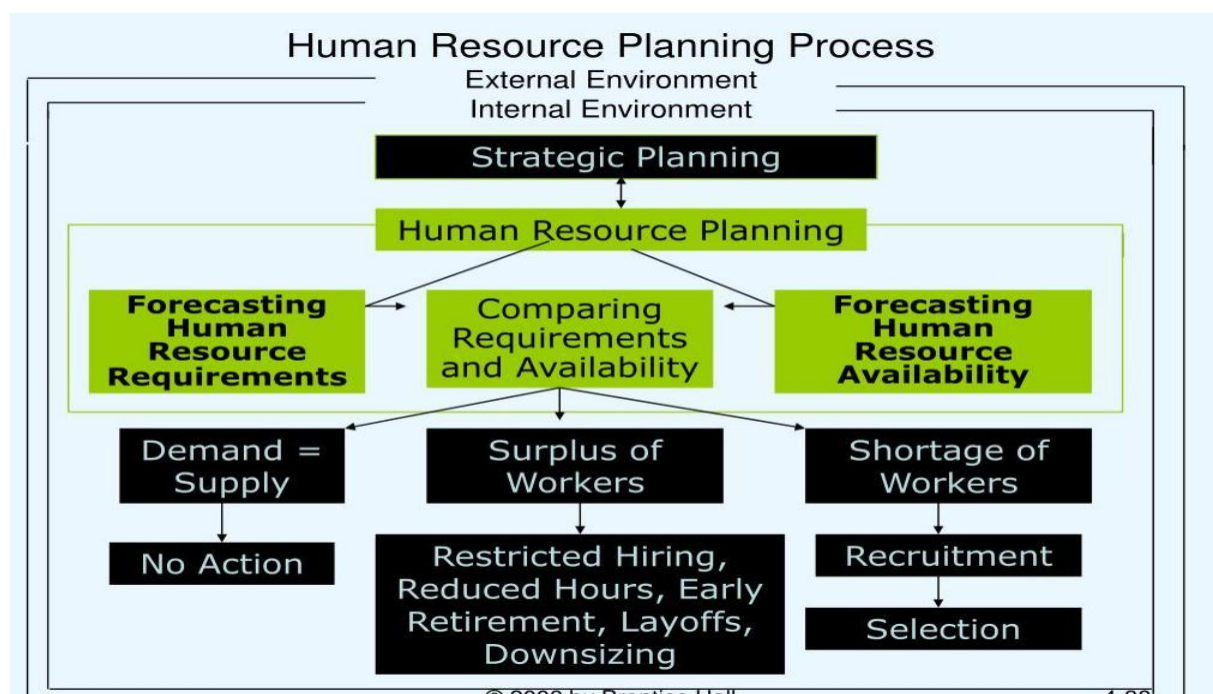
Human resources is a critical support function for any organization, large or small. While a small organization may not have a dedicated HR team, human resource planning will still be part of the portfolio of senior leadership.

Ensuring the productivity and longevity of a business means planning for the future and anticipating human resource changes. Human resource planning allows businesses to determine the talent that they currently have and the talent they likely need in the future. By understanding human resource planning and its influence on employee contributions and company success, you can begin strategizing a plan that aligns with HR forecasting.

Definition

According to Mondy et (1996) Human Resource Planning is a systematic analysis of HR needs in order to ensure that correct number of employees with the necessary skills are available when they are required.

Human resource planning is the process by which members of the HR department identify current and future hiring or training needs. The purpose of human resource planning is to make sure that a business has the right type of talent spread throughout its departments. Human resource planning also aims to help businesses figure out what areas their company lacks in terms of employment and what strategic steps they need to complete to achieve those talent areas at their company.



Importance of Human Resource Planning

Human resource planning is important because it allows HR professionals within a company to determine current and future employment needs to match a company's size and talent requirements. Here are a few examples of potential benefits resulting from human resource planning:

Increases the value of current employees

Human resource planning emphasizes reviewing current employees, their job titles and additional skills that make them vital to company operations. It also allows HR professionals to determine which employees need more training to complete their job duties effectively, or which employees have additional traits that make them viable for a leadership position or another specialty. By doing this, HR professionals help their employer save money otherwise spent on hiring new employees and achieve a return on their investment by advancing the professional capabilities of their employees.

Helps companies adapt to industry changes

By making use of human resource planning, companies can anticipate changing needs in talent or the way their industry operates to adapt and continue prospering. This is especially important if a company discovers one or more niche areas to market themselves, as Hr professionals have a plan set in place to transition roles and budget for new positions.

Enables companies to maintain a competitive advantage

Human resource planning helps companies make strategic hiring and training decisions with the future in mind. Because of their knowledge, HR professionals understand that prospective employees want specific benefits, work-life balance and other attractive job factors. HR resource planning prepares HR professionals to adapt their hiring techniques and the types of benefits they offer to new and existing employees. This makes them an optimal choice for employment over an industry competitor.

Promotes the growth and longevity of the company

Over the span of a few years, companies can experience many changes concerning their employee numbers and needs. Some employees may decide to retire, pursue other opportunities or achieve internal promotions. This means that there is a constant shift in the types of roles that companies need to fill. Human resource planning causes HR professionals to think about these possible changes and anticipate their hiring needs for

future years. This further allows them to plan and budget for additional hiring needs, department expansions and potential retirement.

Human Resource Planning Process

Seven steps HRP process is as under:

Human Resource Planning Process



1) Analyze Organizational Strategy

Any successful workforce-management program — including human

resource planning — is a direct offshoot of your business's organizational strategy.

Therefore, you should always start your HRP process by analyzing the goals and plans of your organization. With those strategies in mind, you can then move on to crafting a general human resources mission statement.

From there, you can work your way through the various departments in your business to address issues such as:

Benefits

Recruitment

Employee relations

Retirement

When you have that information written down, you can craft a human resource plan to help your business reach and maintain its goals.

2) Inventory Current Human Resources

After analyzing your organizational strategy, it's time to take stock of your business's current human resources.

In the process, it's beneficial to investigate such variables as:

Total number of team members you employ

Who works in what department

Skills of each employee

Performance reviews

Team and individual potential

With that data in hand, you then make sure that your existing workforce is

large enough and skilled enough to cover current demands before moving on to the next step in this guide.

3) Forecast The Future Of Your Workforce

Step three is all about planning, prediction, and preparing for the future.

Guided by your organizational strategy and your current employee data, do your best to forecast what the future of your workforce will look like. Be sure to incorporate any goals and plans into your forecast.

Examine variables such as:

Expansion

New product offerings

New services

A second (or third) location

Labor costs

Vendor and supplier relations

Cost of goods sold

Inventory

A forecast of this type, coupled with the workforce data from step two, gives you an accurate picture of where your business is right now and where you want it to be five, 10, even 15 years down the road.

4) Estimate Gaps

Armed with the information you've produced so far, you can now estimate whether or not there are any gaps in your human resource strategy.

Will you need more employees to get your business from the present to where you want it to be in the future? If so, how many?

Will you need fewer employees? If so, how many?

Does your forecast call for a reallocation or redistribution of current team members? If so, how would you go about doing this?

Once you've estimated the gaps between your current and future workforce numbers, you can move on to step five, where all the planning and brainstorming comes to fruition.

5) Formulate An Action Plan

Formulating an action plan is where the rubber meets the road, so to speak.

Your action plan should take into account all the analysis that came before it — organizational strategies, current HR inventory, HR forecast, and gaps between present and future — to create a step-by-step system for taking your business from point A to point B.

The action plan will be different for every business. Some businesses may need to begin recruiting and training. Other businesses may need to promote or transition their existing workforce.

Still other businesses may need to develop a retirement program or a redeployment process to deal with surplus employees.

When crafting your plan, start with the theoretical — evolve from X to Y — and then move on to actionable steps that your HR department can take — hire and retain two new team members every year, for example — to transform the theory into reality.

With these steps in mind, you can implement a successful human resource planning system into your business, no matter how many employees you

have.

As you go about implementing your business's HRP, don't neglect the foundation of all good employer/employee relations: scheduling and communication. We'll discuss this topic at the end of the article.

6) Integrate With The Rest Of The Company

Two Coworkers doing human resource planning

Now that you've got an action plan, your human resource planning efforts will start to yield results.

That said, the integration stage is the most difficult of the entire process, so be ready for some speed bumps.

Without proper preparation — and even with proper preparation, in some cases — both management and frontline employees may show resistance to the proposed changes.

In addition, all departments within your business work together in one way or another (even if it doesn't at first appear so). This makes the integration phase challenging on many levels.

One of the best ways to integrate human resource planning into the rest of the company is to start with the recruitment, hiring, and training practices in your business.

Once you've brought in new, high-potential employees and have begun funneling them into the various departments, you can start to make other changes to accommodate these new hires.

Integrating slowly and pairing the changes with new employees who will

further the goals and productivity of each department makes putting your new human resource planning into place much easier.

7) Monitor, Evaluate, And Adjust

The final step in human resource planning is to monitor the new practices, evaluate them for their effectiveness, and adjust as necessary.

In addition to monitoring each department and your business as a whole, it's also beneficial to zoom in on how any changes made affect the individual employee.

To take the pulse of the front-line worker, include questions about your human resource planning during mid-year reviews and performance appraisals. You can even ask for their opinion when you have them complete an employee self-evaluation.

Monitoring and evaluating in this way will help you get a detailed view of how any new policies, procedures, and practices affect the men and women in the trenches.

Once you have all the information you need, you can then take steps to adjust your human resource planning accordingly.

For that, it's best to return to the top of this list and start again at step one, incorporating what you learned from the previous run-through.

In essence, then, you can view this list as less of a straight line and more of a circle, with step seven leading directly back into step one. As such, your HRP should be in a constant state of development.

Job Analysis

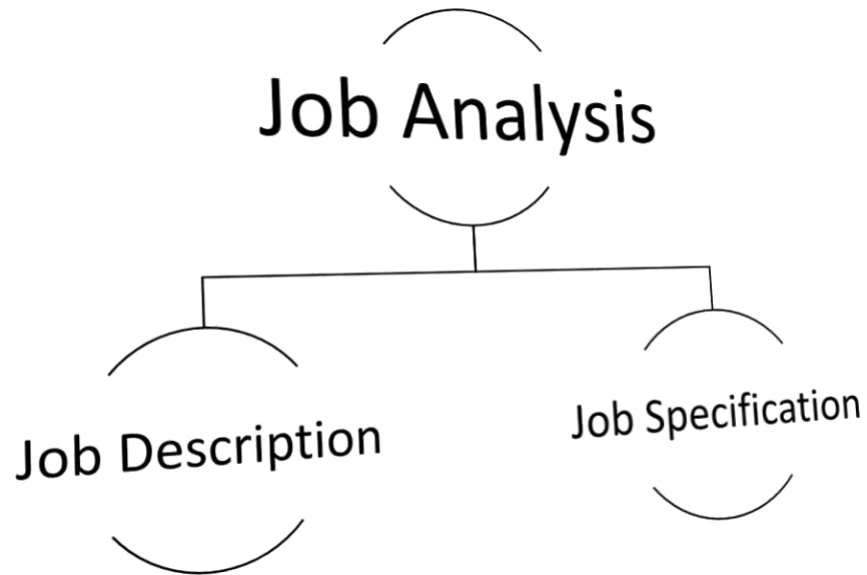
Job Analysis refers to a systematic process of collecting all information about a specific job, including skill requirements, roles, responsibilities and process in order to create a valid job description.

Job analysis also gives an overview of the physical, emotional & related human qualities required to execute the job successfully.

Job analysis is an important step in ensuring that the right candidate is selected. Job analysis helps the employer in recruitment and selection, performance management, choosing compensation and benefits etc. It helps the employees to have a clear picture of what is actually required of them.

Job Analysis is primary tool in personal management. In this method, a personal manager tries to gather, synthesize and implement the information available regarding the workforce in the concern. A personal manager has to undertake job analysis so as to put right man on right job.

❖ There are two outcomes of Job Analysis: -



It is an organization factual statement of Job contents in the form of duties & responsibilities of a specific job.

The preparation of Job description is very important before a vacancy is advertised. It tells in brief the nature and type of Job. This type of document is descriptive in nature and it constitutes all those facts which are related to job such as:

- 1) Title / Designation of Job & Location in the concern.
- 2) The nature of duties and operations to be performed in that Job.
- 3) The nature of authority – responsibility relationships.
- 4) Necessary qualifications that are required for job.
- 5) Relationship of that job with others jobs in a concern.
- 6) The provision of physical and working condition or the work environment which requires in performance of that job.

❖ Job Specification

It is a statement which tells us minimum acceptable human qualities which helps to perform a job.

Job specification translates the job description into human qualification so that a job can be performed in a better manner. Job specification helps an appropriate person for an appropriate position. The contents are: -

- 1) Job Title and designation.
- 2) Educational qualifications for that title.
- 3) Physical and other related attributes.
- 4) Physique and mental Health.
- 5) Special attributes and abilities.
- 6) Maturity and dependability.
- 7) Relationship of that job with other jobs in a concern.

❖ Differences between a job description and a Job specification:-

1) Content: -

A Job Description usually lists out the job title, location, job

summary, working environment, duties to be performed on the job etc. A job specification lists out the qualifications, experience, training, skills, emotional attributes, mental capabilities of an individual to perform the job.

2) Measures: -

A Job description measures the tasks & responsibilities attached to the job. A Job specification measure the capabilities that the job holder must possess to perform the job.

3) Usefulness: -

A job description offers ample information about the job which helps the management in evaluating the job performance and defining the training for a particular need of an employee.

A Job specification helps the candidates who are applying for a job to analyse whether they are eligible for a particular job or not.

4) Benefits: -

A Job description statement helps the organization to be clear about “Who should do What”.

A job specification statement helps the management to make decisions regarding promotion, bonuses, internal transfers, and salary increases.

❖ Job Analysis Method

1) Open – ended Questionnaire: -

Job incumbents and/or managers fill out questionnaires about the KSAs necessary for the job. HR compiles the answers and publishes a composite statement of Job Requirement.

2) Highly – Structured questionnaire: -

These questionnaires allow only specific responses aimed at determining the frequency with which specific tasks are performed, their relative importance and the skills required.

3) Interview: -

In a face-to-face interview, the interviewer obtains the necessary information from the employee about the KSAs needed to perform the Job.

4) Observation: -

Employees are directly observed performing Job tasks, and observations are translated into the necessary KSAs for the Job.

Job Analysis

Job Description Job Specifications

Job Title Qualifications

Job Location Experience

Job Summary Training

Reporting to Skills

Working Conditions Responsibilities

Job Duties Sensory Demands

Hazards Initiative

Supervision

What is recruitment

Recruitment refers to the process of identifying, attracting, interviewing, selecting, hiring and onboarding employees. In other words, it involves everything from the identification of a staffing need to filling it.

Depending on the size of an organization, recruitment is the responsibility of a range of workers. Larger organizations may have entire teams of recruiters, while others only a single recruiter. In small outfits, the hiring manager may be responsible for recruiting. In addition, many organizations outsource recruiting to outside firms. Companies almost always recruit candidates for new positions via advertisements, job boards, social media sites, and others. Many companies utilize recruiting software to more effectively and efficiently source top candidates. Regardless, recruitment typically works in conjunction with, or as a part of Human Resources.

What is recruiting in HRM?

Human Resource Management, otherwise known as HRM or HR for

short, is the function of people management within an organization. HR is responsible for facilitating the overall goals of the organization through effective administration of human capital — focusing on employees as the company's most important asset.

Recruitment is the first step in building an organization's human capital. At a high level, the goals are to locate and hire the best candidates, on time, and on budget.

What does recruitment involve?

While the recruitment process is unique to each organization, there are 15 essential steps of the hiring process. We've listed them here, but for a detailed exploration of these steps, check out our page [on Hiring Process Steps](#):

- Identify the hiring need
- Devise a recruitment plan
- Write a job description
- Advertise the position
- Recruit the position
- Review applications
- Phone Interview/Initial Screening
- Interviews
- Applicant Assessment
- Background Check
- Decision
- Reference Check
- Job offer
- Hiring
- Onboarding

Types of recruiting

There are several types of recruiting. Here's an overview:

Internal Recruiting: internal recruiting involves filling vacancies with existing employees from within an organization.

Retained Recruiting: When organization hire a recruiting firm, there are several ways to do so; retained recruiting is a common one. When an organization retains a recruiting firm to fill a vacancy, they pay an upfront fee to fill the position. The firm is responsible for finding candidates until the position is filled. The organization also agrees to work exclusively with the firm. Companies cannot, in other words, hire multiple recruiting firms to fill the same position.

Contingency Recruiting: like retained recruiting, contingency recruiting requires an outside firm. Unlike retained recruiting, there is no upfront fee with contingency. Instead, the recruitment company receives payment only when the clients they represent are hired by an organization.

Staffing Recruiting: staffing recruiters work for staffing agencies. Staffing recruiting matches qualified applicants with qualified job openings. Moreover, staffing agencies typically focus on short-term or temporary employment positions.

Outplacement Recruiting: outplacement is typically an employer-sponsored benefit which helps former employees transition into new jobs. Outplacement recruiting is designed to provide displaced employees with the resources to find new positions or careers.

Reverse Recruiting: refers to the process whereby an employee is encouraged to seek employment with a different organization that offers a better fit for their skill set. We offer Reverse Recruiting Days to help workers with this process. At our Reverse Recruiting Days we review resumes, conduct mock interviews, and offer deep dives into specific job roles. Click [here](#) for more information.

Tips for effective recruiting

Recruitment is a nuanced process that requires extensive research, thorough procedures, and finesse in order to produce high-quality hires with regularity. With that in mind, here are out top-three tips for effective recruitment:

- *Look internally before externally*: there's a good chance the best candidate for your position is already working for your organization. Internal candidates are already familiar with and contributing to your corporate culture and goals. Given their past success within your organization, it is reasonable to expect they will continue to excel in a new position.
- *Reach out to "passive" candidates*: there is a good chance your ideal candidate is not actively looking for a new job and will not respond to your job board ad. Why? Because they're likely already employed elsewhere. After all, why wouldn't your competitors also want to employ your ideal candidate? Therefore, effective recruiting requires you to look outside of your applicant pool for top talent. Encouraging your staff to attend industry conferences and participate in professional organizations; developing relationships with local university business schools (or other relevant departments); searching social media sites (i.e. LinkedIn) for strong resumes from candidates who might not be actively looking for a new job; and encouraging your employees to refer people they know or are connected to are all important mechanisms through which to expand your recruitment network.
- *Hire the sure thing*: according to two authors and experts, you should hire the person who is already excelling doing the exact job in your industry. Past success, in other words, is the best indicator of future success.

Conclusion

At its core, recruiting is a rather simple concept--it encompasses

identifying candidates and hiring them to fill open positions. However, effective recruiting combines a bit of art with science. It requires implementing repeatable processes that will lead to reliable results, on the one hand. On the other, it requires sophistication to think outside the box in order to find your ideal candidate.

Selection

The selection process can be defined as the selection process and selection of suitable candidates with the required qualifications and skills set to fill vacancies in the organization. The selection process varies depending on the industry, company and company even within the departments of the same company.

Selection process

Every organization creates a selection process because it has its own requirements. Although, the key steps remain the same. Therefore, let us briefly understand how the selection process works.

First Interview

This is a common and basic interview conducted to eliminate people who are completely unfit to work in an organization. This leaves the organization with a large number of employees who may be able to fill their vacancies.

Receives Requests

Employees who may apply for a job by submitting applications to the organization. The application provides interviewers with information about candidates such as their bio data, job information, interests and preferences.

Testing Application

Once the applications have been received, they are screened by a special evaluation committee that selects candidates to call for the interview. Applicants may be selected by special criteria such as qualifications, job information etc.

Employment Tests

Before an organization can decide for itself what is right and what is wrong, it is important for people to evaluate their skills and abilities. This is done through various employment tests such as intelligence tests, competency tests, skill tests, personality tests etc

Employment Interview

The next step in the process of selecting an employee interview. Recruitment interviews are conducted to identify the candidate's skill set and ability to work in the organization in detail. The purpose of a job interview is to determine the suitability of the candidate and to give him or her an idea of the job profile and the prospects for the job. Employment interviews are important in selecting the right people for the right jobs.

Checking References

The person giving the reference to a co-worker is a very important source of information. The referee can provide information about personal skills, experience in previous companies and leadership and management skills. The information provided by the referee is intended to be kept confidential by the HR department.

Medical Examination

Medical examination is also a very important step in the selection process. Medical tests help employers determine if there are any physically and mentally fit candidates to perform their duties in their careers. A good health screening system ensures that employees' health standards are high and there are few cases of absenteeism, accidents and staff changes.

Final Letter for Selection and Nomination

This is the final step in the selection process. After the candidate has passed all written tests, interviews and medical examinations, the employee is sent or e-mailed a letter of appointment, confirming his or her choice at work. The nomination letter contains all the details of the job such as working hours, salary, leave allowance etc. Typically, employees are hired on condition that they are fully employed after the employees are satisfied with their performance.

The Importance of the Selection Process

Proper selection and placement of employees leads to the growth and development of the company. A company can be the same, only as good as the skills of its employees.

The hiring of skilled and competent employees results in the immediate success of the company's objectives.

Industrial hazards will be significantly reduced in value when hiring the right technical staff to do the right jobs.

When people get jobs that they are capable of, it creates a sense of satisfaction for them and thus their efficiency and quality improve.

People who are satisfied with their jobs tend to have higher morals and motivation to do better.

Transfer

Definition

Transfers mean a change in assignment. Measure the horizontal or vertical movement of an employee from one employee to another in the same organization without significant changes in his or her position or salary. Transfers result in a person moving from one job to another without a significant change in his or her occupations, skills and other benefits.

Transfer is the movement of an employee from one job to another. "A transfer involves a change of employment without a significant increase in liability or revenue, and a promotion involves a change in the event of a significant increase in liability or income."

However, this distinction between promotions and transfers should be regarded only as a well-thought-out concept. In some cases, referrals may (and often do) involve changes in occupations and occupations

Meaning

Referrals are the process of placing employees in positions where they can be successful or where they are in order to gain more job satisfaction. In a transfer, there is no change in responsibility, position, status or salary. It is a process of adjusting work and work, time and place. Referrals can also be made as a disciplinary measure. In the public service, employees are transferred for administrative reasons. Transfers are the movement of an employee from one job to another or elsewhere without change of status, obligations and salary.

It is the movement of an employee from one job to another without making significant changes in his or her duties, obligations required for skills, status and compensation.

8 Main Objectives

Transfers may be made for the following purposes

- 1. Fulfilling organizational needs** - To meet organizational needs arising from changes in technology, production capacity, production system, product quality, etc., an employee may need to be transferred.
- 2. Satisfying the needs of employees** - Sometimes employees themselves want to be relocated because of personal problems such as illness, a family problem, cultural attraction or a lack of contact with their employer or colleagues. To meet the needs of their employees they may need to be replaced.
- 3. Staff redress** - Employees with over or over pay in one department

may need to be reassigned to another department or category where staff is deficient.

4. Reducing self-reliance and making employees more diverse -

When employees stay in the workforce longer, lowering their self-esteem and increasing their knowledge and ability, employees are replaced.

5. Efficient staffing - If management feels that the work of a competent employee should be used in different branches of the same organization, those employees will need to be transferred.

6. Punishment of Employees - When employees are found to be involved in undesirable activities such as fraud, bribery, copying, etc., those employees are referred to remote areas as a disciplinary action.

7. Employee Assistance - Employees who are overburdened and do not perform difficult or hazardous work for a long time are relieved of that responsibility by transferring those employees to a position of their choice.

8. Improving the human resource environment by placing them in the various functions of the various departments and units

Objectives of Transfer of Employees in a Company:

1. Meeting the company's business emergencies.
2. Fulfill a job application.

3. Addressing labor relations inconsistencies.
4. Adapt to the age and health of the employee.
5. Provide creative opportunities for qualified employees.
6. To train an employee for future development and promotion.
This involves actual flexibility.
7. To train an employee for future development and promotion.
This involves actual flexibility.

Transfers are usually affected for the following reasons:

A. Personal Transfers:

Personal Transfer of Money is what happens with the desire for the job and is primarily his or her interest.

Reasons for such requests may be:

- (1) Correct the incorrect placement.
- (2) To reduce the stress of work, find better working conditions and join friends / spouse.
- (3) Avoid conflicts between people.
- (4) Considering the interests of age / health, children's education, housing difficulties or joining affiliated caregivers.

(5) The feeling that the opportunity for improvement is better in another department.

(6) Search for creative opportunities.

B. Initiated Organized Transfer:

The organization may initiate a transfer for the following reasons:

(1) The need for temporary adjustments to facilitate or benefit an organization or employee, such as shift leave or very short-term tasks.

(2) In order to meet emergencies or operating costs or to address flexibility in the requirements of the job, which requires the output capacity or separation.

(3) Utilizing increased flexibility and capacity of key personnel.

Types of Transfer

1. Production Transfers:

Employees are referred to different departments, based on their preferences and qualifications. This also depends on the workload the department has. However, the burden is fluctuating, and the need for

staff is constantly changing.

In departments with more staff, retrenchment is the solution. However, the best solution is to refer the department to a different staff level. In simple terms, a transfer of production refers to a transfer that was ordered to avoid such inevitable retrenchment.

2. Replacement Transfer:

If an employee leaves the department for some reason, the department needs a replacement. In such cases, especially in extreme cases, a senior employee may be required to take the place of a younger employee, until another replacement is found. Older workers need to work in place of younger workers even in cases of declining productivity. Therefore, the exchange rate also helps to reduce the organization's need for a breakdown; especially for long-term employees.

3. Transfer of Various Items:

Some organizations believe that employees need more skills to be able to perform multiple tasks. People can only gain a lot of skills by working in different departments. In learning organizations such as ordnance factories, banks, and many private companies, people get a wide range of work experience in different departments and can learn different systems, processes, and rules and regulations.

They acquire the skills needed to perform departmental tasks, eventually becoming more flexible. People who take their jobs immediately appear to be the property of the company. During the rush hours, they are able to make a significant contribution to achieving business goals. Transfer of various materials may include production transfer or exchange

transfer.

4. Shift Transfer:

To improve energy efficiency, industry organizations, working on multiple shifts — usually morning, evening and night. Some organizations provide employees with flexible shifts. Employees work on all shifts in turn. Employees' requests for transfer in particular shifts are also accepted, given the importance of the reasons for the requests. However, compliance with regulatory and administrative procedures is an important requirement for avoiding labor disputes.

5. Remedial Transfer:

After being hired, employees are placed in a department and given jobs, and their performance and their ethical status are recorded. Some employees may appear poor, while many others may appear poor. Over time, the tendency of work to work is perceived. The purpose of a corrective transfer is a natural remedy, that is, to correct the wrong placement.

In other words, a corrective transfer is the act of transferring an employee to a more appropriate job after he or she has failed to perform well in his or her current position. Poor performance may be due to factors such as employee discomfort in his or her job as he or she may not have a good relationship with his or her boss or may be ill.

Promotion

Promotions mean the promotion of an employee to a higher job that includes more work, greater responsibility and a higher level. It may or

may not be associated with a salary increase.

Promotions are one of the best ways to promote and offer higher obligations, better pay, higher morale and job satisfaction for employees. In fact, all employees wish for professional development and career advancement in the management of the organization.

Edwin B. Flippo, "Promotion involves the transition from one job to another in terms of rank and responsibilities."

Introduction

Opportunities to make progress in the ministry are one of the best incentives an organization can provide for its employees. In fact, in all organizations, few employees are always satisfied with the status quo. The desire to improve and enhance the human condition is a fundamental desire of all human beings.

Satisfaction with that desire keeps many people fighting for higher positions and better pay, which in turn improves their quality of life,

morals and job satisfaction. Therefore, development is one of the best ways to motivate, create a sense of loyalty to the organization and keep employees engaged in investing in their sincere efforts in hopes of achieving further development.

In the job market, work may be better even if you have better working hours, better environment or working conditions. Employees want to be put to better jobs with these policies. But such placements cannot be called promotions. Only current employee development in a job that involves greater skill or obligations and higher pay is considered a promotion.

The main objectives of the promotion are:

- (a) Recognize and reward performance efficiency
- (b) Attracting and maintaining the services of qualified and skilled people.
- (c) Increasing the efficiency of the work and the organization.

- (d) To motivate employees in high productivity.
- (e) Filling of senior positions within the organization.
- (f) To emphasize to stakeholders that opportunities are available to them and the organization if they do well.
- (g) Building, honesty, morality and a sense of belonging to employees.

Promotions can be divided into the following categories:

1.Horizontal Promotion:

When an employee is transferred to the same category as salary increases, obligations and changes in appointment, it is called a horizontal promotion. For example a Second Division Assistant is promoted to First Division Assistant. This type of promotion can take place in the same department or from one department to another or from one plant to another.

2.Direct Promotion:

When an employee is transferred from the lower level to the upper level associated with a salary increase, status and commitment are called vertical promotion. Example Sales Manager is promoted to the position of General Manager in a company.

3.Dry Promotion: If the promotion is done without a salary increase or salary, it is called a “dry promotion”. For example, a college professor has been promoted to Head of Department without a salary increase. In a dry environment there will be a change in appointment and commitment without a corresponding change in salary.

7 Essential Principles

There are certain promotion principles that must be considered in developing a promotion policy and making promotional decisions. These terms are as follows:

1. Similarities:

The promotional policy must provide for a uniform distribution of advertising opportunities throughout the organization. As far as possible, the rate of internal promotion and external employment should be equal across all departments. Otherwise, staff conduct will

be

severely disrupted in departments where promotions are low.

2. Consistency:

The promotion must be mutually exclusive, that is, it must be applied to all employees concerned. Consistency requires that promotions are linked to the planning of everyone's activities and promotions are not fast or an ad that can benefit a few people.

3. Fairness and impartiality:

The promotional policy must be fair and impartial. Fairness and impartiality in promotions ensure that only good employees are promoted, and other factors such as family communication, class communication, etc. they do not play their part. Moreover, fairness and impartiality in advocacy should not only be communicative but this must be literally followed, otherwise, promotions may create more political conflicts in the organization.

4. Planned work:

The promotional policy should ensure that the promotion is done as a planned activity and as a normal process, rather than an ad hoc process. Promotions should be seen as a relatable backlash with the promotion of promotion opportunities in one case, and the transfer of communication and staff development for development, on the other hand.

5. **Reasonable Promotion Foundation:**

There should be a solid basis for promotion and it should be made known to employees. As a result, employees are improving their development. Without a solid foundation for promotion, organizational policy grows because everyone who wants a promotion may try to get a promotion and may use all promotional tactics.

6. **Punishment:**

All promotions must ultimately be approved by the relevant authorities. Generally, organizations make it a point for the HR department to nominate candidates and submit their records to the department requesting vacancies for promotion. In this way, the HR staff mandate does not undermine the department's mandate.

7.Tracking:

There should be a proper tracking system to check how the promoted employee is performing in his new position. The HR department should have a brief interview with the promoted employee and his or her new manager.