

**Human Resource Planning in Schools and Teacher Training Colleges:  
The Practice in Tanzania and Implications for Availability and  
Deployment of Teaching and Non-teaching Staff.  
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**Abstract**

Drawing on the authors' experience, the literature and statistics regarding the available human resources in pre-primary, primary, secondary and teacher training colleges, this chapter: (1) discusses the definition and importance of human resource planning (HRP) in educational organisations; (2) identifies the approaches and activities in HRP and discusses how these can be used to plan human resource use in educational organisations; (3) determines the extent to which HRP has been conducted and ensured that schools and teacher training colleges have adequate and qualified teaching and non-teaching staff; and, finally, it highlights the prospects and possible barriers to conducting effective HRP in Tanzania. The chapter establishes that HRP in Tanzanian educational organisations is poorly conducted and largely depends on the free play of the market, which has resulted in overstaffing, understaffing, uneven distribution of teachers, and an acute shortage of teachers and non-teaching staff in the studied levels of education. It concludes with a recommendation that effective HRP is the most appropriate solution to the current imbalance between teaching and non-teaching staff in educational organisations.