

[HR PLANNING, TALENT ACQUISITION, RETENTION AND REWARD]



Lecture Title:
HR Planning: Tools and Techniques

Lecturer: Paul Gauci

Date: 23th February 2026 13.00hrs-17.00hrs



Masters in
Human Resources Management

Objectives

- Learn about the tools and techniques used in Human Resource Planning: These include: HR Management Software; Skill Inventory Databases; Gap Analysis Tools; Workforce Analytics Platforms; Forecasting.
- Critically explain the key aspects of an organisation's strategic talent acquisition processes; Workforce Planning; Employer Branding; Talent Sourcing; Candidate Experience; Data-Driven Decision Making; Diversity and Inclusion; Skill and Competency Assessment.
- Critically design or develop resourcing strategies for different segments of a workforce: Identify Workforce Segments; Understand Needs and Objectives; Data-Driven Insights; Tailored Strategies for Each Segment; Technology Integration; Adaptability; Performance Measurement; Stakeholder Collaboration.



Learning Method

- **Lecture focused on learning objectives and core content** as a key instructional process.
- **Formative assessment through participative learning tools and activities** will be utilised evaluating students' comprehension and academic progress throughout - with respect to understanding and applying HRM concepts.



Strategic Talent Acquisition Overview

Stephen Taylor's *Resourcing and Talent Management* (7th edition) is a comprehensive guide to the strategies, techniques, and challenges associated with talent acquisition and management.

A brief summary of key themes and ideas related to talent acquisition from the book:

Strategic Alignment: Taylor emphasizes the importance of aligning talent acquisition strategies with organizational goals. He discusses how effective workforce planning ensures the right people are hired to meet both immediate and future business needs.

Employer Branding: The book highlights the role of a strong employer brand in attracting top talent. Organizations that clearly communicate their values, culture, and opportunities are more likely to draw candidates who align with their mission.

Candidate Experience: Taylor discusses the critical nature of providing a positive candidate experience throughout the recruitment process, from initial engagement to onboarding. This can enhance an organization's reputation and foster long-term relationships.



Diversity and Inclusion: A key theme is the value of building diverse teams. Taylor explores the ethical and business imperatives of creating an inclusive recruitment process that breaks down barriers and promotes equality.

Technology and Innovation: The text examines the impact of technological advancements on talent acquisition, such as the use of applicant tracking systems (ATS), social media, and AI in streamlining recruitment.

Assessment and Selection: Taylor provides insights into various assessment tools and techniques to ensure that candidates not only have the necessary skills but also fit well with the organization's culture.

Legal and Ethical Considerations: The book underscores the importance of adhering to employment laws and ethical practices in all aspects of recruitment to avoid discrimination and ensure fair treatment.



strategic talent acquisition processes



- The strategic talent acquisition processes contains systematic steps in HRP that drive effective management of human resources.
- This methodical approach involves careful analysis, prediction, and strategic allocation of workforce resources.
- By understanding the process of manpower planning, businesses can ensure that the workforce remains a dynamic and responsive asset, vital for achieving long-term success.



Step 1: Analyzing the Environment

- Analyzing the environment marks the starting point of Human Resource Planning (HRP). It involves scrutinizing both external and internal factors to identify potential issues, threats, and opportunities shaping the organization's strategic planning.



External environment:

- Competitors
- Legal environment

Internal environment:

- Strategy
- Technology factors



Step 2: Predicting Labour Demands

- Predicting labour demands is essential to avoid labor shortages that often impede business expansion. Various methods are employed to forecast how business needs will influence HR requirements. Here are two basic method categories:
- Qualitative Methods: Qualitative techniques like the Delphi and nominal group techniques involve expert collaboration to create forecast statements and assumptions. These methods, although time-consuming, allow for in-depth discussions and idea sharing among experts.
- Quantitative Methods: Quantitative techniques, such as trend analysis, rely on historical data to project future workforce needs. Crucial steps in trend analysis include selecting appropriate business factors, plotting historical records, computing productivity ratios, determining trends, and making necessary adjustments for future projections.



Step 3: Assessing Labour Supply

- Labour supply assessment focuses on both internal (existing workforce) and external (potential recruits) resources. These resources are crucial to determine the supply required in the present and the future.
- Internal and external labor supply can be explained as:
- Internal Supply: Internal labor supply refers to the available individuals and jobs within the organization. Human Resource Information System (HRIS) data projects future trends based on current patterns.
- External Supply: External supply encompasses individuals in the broader labor force who are potential recruits. The relevant labor market varies based on job skills. For highly skilled positions, it might be a national or global market, whereas for unskilled jobs, it typically is the local community.



Step 4: Bridging Gaps

- Gap analysis merges labour demand and supply forecasts.
- This critical process identifies potential skill shortages or surpluses.
- By aligning environmental forecasts with supply and demand projections, HR planners evaluate the organization's readiness to pursue different business scenarios in alignment with its objectives.



Step 5: Implementation Planning

- Following the analysis, implementation planning outlines the necessary steps to put the chosen solution into action.
- This phase ensures that decisions made in the above steps are translated into actionable plans, setting the sequence of events in motion.



Step 6: Oversight and Evaluation

- Oversight and evaluation involve monitoring the effectiveness of human resource plans over time.
- Any deviations from the plans are identified, and corrective actions are taken as needed.
- Feedback from various outcomes is utilized to measure the extent to which human resource objectives have been achieved.



Application of Key Concepts in HR Planning

Case Scenario: Groups Exercise –

Expansion of a Retail Chain

Imagine a retail company, "Trendy Threads," currently based in Malta, plans to open 10 new stores across Europe within the next two years. To achieve this, they need to ensure they have the right talent, skills, and resources in place.

Formulate a plan using HR planning concepts.

formative assessment tool



1. Forecasting Demand for Talent

Trendy Threads needs to predict the number and type of employees required for its expansion. This could include:

- Store managers: 10 positions
- Sales associates: 100 positions (10 per store)
- Logistics and supply chain staff: 15 additional roles
- HR personnel to support recruitment and onboarding: 5 new hires

2. Analyzing the Current Workforce

HR must assess the current workforce to identify skills and personnel gaps. For example:

- Are there existing employees who can be promoted to store managers?
- Does the company have a surplus of sales associates in existing locations who can be transferred to new stores?



3. Gap Analysis

- This involves comparing the workforce demand with the current supply:
- If there is a shortage of qualified candidates for store manager roles, Trendy Threads will need to recruit externally or train internal staff.
- For sales associates, HR may identify regional recruitment challenges and devise strategies accordingly.

4. Developing Action Plans

- To address gaps, HR could take steps such as:
- Launching a manager training program for internal promotions.
- Partnering with local recruitment agencies to find talent for sales roles.
- Introducing incentives like signing bonuses to attract skilled logistics staff.
- Establishing a timeline for hiring and onboarding to ensure all roles are filled before store openings.



5. Retention and Succession Planning

HR also needs to focus on keeping talent post-expansion:

- Creating a career development plan for new hires to reduce turnover.
- Identifying potential successors for key roles like regional managers.

6. Monitoring and Evaluation

HR should continuously track hiring progress and the effectiveness of recruitment strategies. For instance:

- Are recruitment targets being met within the desired timeline?
- Are new employees staying with the company and performing well?

This structured approach ensures Trendy Threads can meet its expansion goals while aligning HR strategies with business objectives.





Tools and Techniques Used in Human Resource Planning

1. Determining Human Resource Requirements

- Jobs analysis
- Workday tasks analysis
- Instantaneous observation
- Time recording
- Standard administrative times
- Work standards determination
- Scenario planning
- Extrapolation
- Correlation coefficient analysis
- Physical and/or value work productivity assessment
- Critical incidents method



2. Forecasting Human Resource Needs

- Dynamics of market demand for company products
- Dynamics of market offer for company products
- Forecasts on the company's branch of activity
- Forecasts on the evolution of the national economy
- Dynamics of the company's turnover
- Dynamics of production
- Productivity dynamics analysis
- Trends analysis
- Regression method
- Delphi method
- Business plan



3. Recruiting and Selecting Talent

- Human resource selection model
- General knowledge tests
- Specific knowledge tests by field, positions, etc.
- Skills tests (attention, communication, negotiation, etc.)
- Personality tests
- Practical exams
- Projects elaboration
- Case study assessments
- Interview techniques
- Questionnaires
- Personnel file review
- Curriculum vitae (C.V.) analysis
- Studies diploma verification
- Recommendations from former managers



4. Integrating New Employees

- Individual labour contract establishment
- Orientation discussion between manager and new employee
- Job description explanation
- Internal regulation comprehension
- New employee introduction to colleagues
- Specific work instructions provision
- Methodologies in new employee's field explanation



5. Training and Development

- Individual study
- Degree programmes
- Workplace apprenticeship
- Panel discussions
- Case study analyses
- Specialized training sessions
- Job rotation experiences
- Research projects involvement
- Managerial simulations
- Managerial game participation
- Information seminars attendance
- Specialty site referrals
- Quality, skill, and knowledge tests



6. Communication Strategies

- Information dissemination through various means (e-mail, written communication, etc.)
- Balanced scorecard reviews
- Instruction set provisions for specific activities
- Organization's internal communication tools utilization (e.g., "newspaper")
- Panels with high performers within the organization
- Annual letters from CEOs or managers to employees



7. Human Resource Assessment

- 360-degree assessment
- Assessment interviews
- Work productivity evaluations
- Management by objectives (MBO)
- Diagnostic analysis methods
- Notation systems
- Overall assessments
- Functional evaluations
- Self-assessment tests
- Assessment tests
- Graphic scales for classifying human qualities
- Various assessment methods (essay, critical incidents, behaviors checklist, etc.)
- Human Resource Assessment Center participation



8. Career Development

- Job analysis for career planning
- Career plan creation
- Organigram understanding for growth opportunities
- Mentoring sessions
- Tutoring programs
- Coaching sessions



In Summary

Tools in HRP:

1. **HR Management Software:** Tools like SAP SuccessFactors, BambooHR, and Workday help manage employee data, recruitment, and workforce planning efficiently.
2. **Skill Inventory Databases:** Maintain records of employees' skills, qualifications, experiences, and interests to align roles with strengths.
3. **Gap Analysis Tools:** Used to assess the difference between current workforce capabilities and future needs.
4. **Workforce Analytics Platforms:** Tools that use data and predictive analysis to help plan staffing needs.

Techniques in HRP:

1. **Forecasting Demand and Supply:** Estimate the number of employees required based on future goals and assess the availability of qualified personnel internally and externally.
2. **Workforce Gap Analysis:** Identify gaps between current staffing levels and the required levels for the future. This helps in targeting recruitment or training needs.
3. **Scenario Planning:** Develop multiple strategies based on potential future scenarios (e.g., economic changes or technological advances).
4. **Succession Planning:** Prepare for key roles to ensure continuity by identifying and developing internal talent.
5. **Job Analysis:** A detailed study of job roles and their requirements helps in strategic recruitment and training.



- Using these tools and techniques manually makes HR planning a tedious task.
- A solution to such a problem would be to automate such tasks.
- Organizations worldwide use HRMS software to assist with HRP processes.



Case study example based on IBM's use of recruitment tools

- Case Study: IBM's AI-Driven Recruitment Transformation
- Background: IBM, a global technology leader, faced challenges in streamlining its recruitment process to match the right candidates with job openings efficiently. The company sought to enhance the quality of hires while reducing the time and cost associated with recruitment.
- Solution: IBM implemented Watson Recruitment, an AI-driven platform designed to analyze resumes, job descriptions, and other relevant documents. This tool uses advanced algorithms to identify precise matches between candidates and job roles, enabling data-driven decision-making for recruiters.
- Outcomes:
 1. Efficiency Gains: IBM achieved a 40% reduction in the time required to fill job openings, significantly accelerating the hiring process.
 2. Improved Quality of Hires: The quality of new hires improved by 20%, ensuring better alignment with job requirements and company culture.
 3. Cost Savings: The adoption of AI technology led to a notable decrease in recruitment costs, showcasing a strong return on investment.

Key Takeaways:

- Leveraging AI in recruitment can streamline processes and enhance decision-making.
- Data-driven tools like Watson Recruitment not only save time but also improve the overall quality of hires.
- Companies can achieve significant cost savings while maintaining a competitive edge in talent acquisition.



APPLICATION OF CONCEPTS

- Groups Case Study: Enhancing Recruitment Efficiency with Tools
- Company Background:
 - BrightFuture Inc. is a multinational company specializing in renewable energy solutions. As the industry grew rapidly, BrightFuture faced challenges in sourcing specialized talent with the technical and environmental expertise required for its projects. The company also aimed to improve diversity in its workforce while maintaining efficiency in its hiring processes.
- Problem:
 - BrightFuture's traditional recruitment methods were no longer scalable due to the increasing demand for skilled professionals. The recruitment team struggled to screen and evaluate candidates effectively, leading to delays in project timelines. Additionally, the lack of a strategic focus on diversity and inclusion resulted in homogeneity in the workforce, which limited innovation.
- Discuss solutions.



Some solutions

- BrightFuture could adopt an AI-powered recruitment platform called "HireSmart," which combined machine learning and natural language processing to streamline the recruitment process.
- Key features included:
 - Automated resume screening based on job-specific criteria.
 - Predictive analytics for assessing candidate performance and cultural fit.
 - Tools to reduce unconscious bias, ensuring fair evaluation of candidates from diverse backgrounds.



Implementation Process:

1. Integration: HireSmart was integrated with BrightFuture's applicant tracking system and HR database.
2. Training: Recruiters and hiring managers received training to effectively use the tool and interpret AI-generated insights.
3. Pilot Testing: The system was initially tested on a smaller scale for mid-level roles to assess its impact.



Results:

1. Efficiency: Recruitment cycle time was reduced by 45%, enabling the company to fill critical positions faster.
2. Quality of Hires: The accuracy of matching candidates to job roles increased by 30%, leading to better long-term performance and job satisfaction.
3. Diversity and Inclusion: BrightFuture achieved a 50% improvement in workforce diversity within one year, fostering a more innovative and collaborative work environment.
4. Cost Savings: Recruitment costs decreased by 20%, demonstrating strong ROI.



Example

- Here are some tools incorporated by Keka's dashboard to make HR Planning easier for HR professionals.
- <https://www.keka.com/human-resource-planning>



Masters in Human Resources Management

Key Components of Strategic Talent Acquisition



“An effective talent acquisition strategy requires a strong employer brand, a streamlined candidate experience, and a focus on long-term goals.”

Great Place To Work



What is a talent acquisition strategy?

- A talent acquisition strategy is an organization's customized approach to identifying, evaluating, and hiring the best candidates, in order to achieve the company's long-term goals.
- Strong employer branding, a positive candidate experience, a sense of community within the organization, and being strategic about where and how you find talent are all proven ways to shape and cultivate an engaged organization.



- This means that successful talent acquisition is more than just hiring new faces.
- It requires aligning company vision with both recruiting strategies and employee experience, while continuing to connect your existing workforce to your mission — so that everyone at every entry point can support organization's growth.



Talent acquisition vs. recruitment

- While talent acquisition and recruitment go hand-in-hand, they are not quite the same thing.
- Recruitment has traditionally been purely focused on filling vacancies. Recruiters seek out and screen candidates for an existing (or soon-to-exist) role.
- Talent acquisition strategies, on the other hand, tailor the recruiting steps to specifically meet a company's vision.
- Talent acquisition managers go beyond just meeting headcount by instead researching a company's needs and then seeking out talent that can benefit the company in the long term — sometimes even without a specific role in mind



- For example, Nationwide Mortgage Bankers has an unconventional hiring strategy of hiring people even when a role isn't immediately available.
- The company's focus is instead on hiring those who they feel truly fit their core values, rather than just hiring for the roles they immediately need.



Talent Acquisition

vs

Recruitment

—
More strategic and proactive approach that focuses on building a strong talent pipeline for the future.

—
Tailors the recruiting steps to specifically meet a company's vision.

©2023 Great Place To Work® All Rights Reserved

—
Tactical and short-term approach to hiring.

—
Focuses on filling existing openings as quickly as possible.

Planning and Strategy

Workforce Planning

- Identifying Skill Gaps and Workforce Needs

Talent Acquisition Strategy

- Aligning Talent Strategy with Business Objectives



Sourcing and Recruiting

Sourcing Talent

- Traditional and Modern Sourcing Methods

Recruitment Channels

- Job Portals, Social Media, Employee Referrals

Candidate Experience

- Ensuring a Positive Experience for Candidates



Selection and Assessment

Selection Process

- Screening, Interviews, and Assessments

Assessment Tools

- Psychometric Tests, Skill Assessments



Technology in Talent Acquisition

Role of Technology

- ATS (Applicant Tracking Systems)

AI and Automation

- Use of AI in Screening and Interviewing

Data Analytics

- Leveraging Data for Better Hiring Decisions



Legal and Ethical Considerations

Legal Compliance

- Equal Employment Opportunity, GDPR

Ethical Hiring Practices

- Fairness and Transparency



Onboarding and Integration

Onboarding Process

- Steps and Best Practices

Integration into the Company Culture

- Ensuring New Hires are Well-Integrated



Metrics and Evaluation

Key Performance Indicators (KPIs)

- Metrics to Evaluate Talent Acquisition Success

Continuous Improvement

- Feedback Loops and Process Optimization



Challenges and Solutions

Common Challenges

- Talent Shortage, Competition, Bias

Strategic Solutions

- Innovative Approaches and Best Practices



- **Strategic Talent Acquisition**

Various processes are critical to ensuring an organization not only attracts top talent but also builds a workforce aligned with its goals.

- **The following are the key components:**



Workforce Planning

- Workforce planning involves forecasting future talent needs based on organizational goals and market trends.
- It ensures that the right number and types of employees are available when needed.
- Key considerations include identifying skill gaps, succession planning, and adapting to changes like automation or market dynamics.
- Organizations must balance short-term hiring needs with long-term talent development.



Employer Branding

- Employer branding defines how an organization is perceived as a workplace.
- A strong brand attracts quality candidates and creates trust.
- Elements like company values, workplace culture, and employee testimonials contribute to this perception.
- A strategic approach includes leveraging social media, online reviews, and consistent messaging to communicate the organization's value proposition.



Talent Sourcing

- Talent sourcing is about identifying and reaching out to potential candidates through channels such as job boards, professional networks, referrals, or campus recruitment.
- The goal is to create a diverse pipeline of qualified applicants.
- Modern strategies incorporate technology, like AI-powered tools, to find passive candidates or engage niche talent pools.



Candidate Experience

- Candidate experience focuses on the impression candidates form throughout the hiring process.
- Ensuring clear communication, transparency, and respect during recruitment builds positive relationships—even with candidates who are not hired.
- A seamless application process and prompt feedback are integral to creating a strong candidate experience.



Data-Driven Decision Making

- Organizations use analytics and data insights to guide talent acquisition strategies.
- Metrics like time-to-fill, cost-per-hire, and quality of hire help optimize the recruitment process.
- Predictive analytics can forecast hiring outcomes, while real-time dashboards support agile decision-making.



Diversity and Inclusion

- Diversity and inclusion ensure equitable representation across demographics, fostering a culture of innovation and empathy. Strategically integrating D&I into recruitment includes eliminating biases in job descriptions, using diverse sourcing channels, and implementing inclusive interview practices.
- It's critical not only to attract diverse talent but also to support their growth within the organization.



Skill and Competency Assessment

- Evaluating candidates' skills and competencies goes beyond qualifications.
- Organizations use assessments like technical tests, behavioral interviews, and situational judgment tests to identify candidates who are a good fit for both the role and the organizational culture.
- Modern tools also focus on soft skills, such as adaptability and teamwork, to ensure alignment with future business needs.
- *Together, these processes enable organizations to build a dynamic, capable workforce while maintaining alignment with long-term strategies.*



Case Studies

- Example of a Challenged Talent Acquisition Strategy
- A talent acquisition strategy can face challenges when it's misaligned with organizational needs, trends in the labor market, or the expectations of potential candidates. Here's an example of a challenged strategy:



APPLICATION OF CONCEPTS

Discussion

- Example Scenario: Over-reliance on Traditional Recruitment Methods
- A company relies heavily on outdated job boards and conventional recruiting channels, ignoring the shift towards social media platforms, networking events, or specialized industry forums. The recruitment team posts generic job descriptions that fail to capture the unique aspects of the company's culture or the roles.
- What are the challenges that arise in this case and recommend solutions?

formative assessment tool



Challenges that Arise:

1. Low Applicant Volume:

The strategy doesn't attract the attention of candidates who are exploring modern platforms or passive job seekers.

1. Mismatch in Skillsets:

Generic postings might result in unqualified candidates applying, wasting time in filtering through applications.

3. Difficulty Engaging Top Talent:

Competitors with dynamic approaches (e.g., using LinkedIn insights, showcasing employer branding via Instagram) gain an edge in hiring high-performing individuals.

4. Negative Employer Perception:

The company might appear out of touch, particularly to tech-savvy younger generations.



Future Trends

Future of Talent Acquisition

- Emerging Trends and Predictions

Impact of Remote Work

- Adapting to the New Normal





Designing and Developing Resourcing Strategies for Different Segments of a Workforce

Workforce Resourcing

- Workforce resourcing is a core business process which aligns changing organisation needs with people strategy.
- It can be the most effective activity an organisation can engage in. It doesn't need to be complicated and can be adjusted to suit the size and maturity of any organisation.
- It can provide market and industry intelligence to help organisations focus on a range of challenges and issues, and prepare for initiatives to support longer term business goals.

(CIPD)



Understanding Workforce Segmentation

What is Workforce Segmentation?

- Workforce segmentation has gained a lot of attention in recent years — and for good reason.
- This leadership strategy has the power to optimize your workforce, improve productivity and increase ROI.



- Workforce segmentation is the process of categorizing employees based on factors that influence their work performance.
- This includes anything from roles and skill sets to experience and geographical locations.



- Workforce segmentation enables leadership to align your workforce with business goals.
- Understanding the strengths and challenges of each segment empowers you to identify skill gaps, customize professional development plans and meet the unique needs of each employee group.



- It's also a great way to make the most of available resources.
- Investing in the right training and development ensures employees will continue to grow — to the benefit of your business.
- And it's not just ideal for upskilling current staff. Workforce segmentation also helps you anticipate future talent needs, whether that means recruiting new employees or preparing people for leadership roles.



Designing or developing resourcing strategies for various workforce segments is essential for ensuring effective workforce management.

Here's a structured approach to critically address this task:

1. Identify Workforce Segments

- Break down the workforce into clear segments based on factors like job roles, skills, levels, demographics, or geographic locations.
- Examples: Entry-level employees, skilled technicians, managerial staff, remote workers, etc.

2. Understand Needs and Objectives

- Analyze the specific needs, goals, and priorities for each segment.
- For example: Entry-level employees may need strong onboarding and training programs, while managers might require leadership development resources.



3. Data-Driven Insights

- Leverage workforce analytics to identify gaps in resourcing, trends in turnover, and capacity needs.
- Use surveys or engagement tools to understand employee satisfaction and productivity factors.

4. Tailored Strategies for Each Segment

- **Recruitment:** Customize hiring strategies for different segments (e.g., campus recruitment for entry-level roles, headhunting for niche roles).
- **Retention:** Develop retention plans like career pathing for skilled roles or mentoring programs for junior employees.
- **Upskilling & Reskilling:** Provide tailored training aligned with the future needs of each workforce segment.
- **Work-Life Balance Initiatives:** Offer flexible working arrangements or benefits suited to employee preferences.



5. Technology Integration

- **Invest in tools like HR management systems to automate and track workforce resource planning.**
- **Use AI-driven platforms for forecasting workforce demand and managing resources effectively.**

6. Adaptability

- **Ensure strategies are dynamic enough to accommodate changes in market trends, industry standards, or unexpected workforce needs (e.g., remote working shifts due to external events).**

7. Performance Measurement

- **Establish KPIs to measure the effectiveness of resourcing strategies, such as employee productivity, engagement scores, and turnover rates.**

8. Stakeholder Collaboration

- **Involve stakeholders like HR, team leads, and employees themselves to develop well-rounded strategies.**



Workforce segmentation methods

- Job-based segmentation: Categorizing employees based on their titles or responsibilities, to ensure people are aligned to the roles best fitting their skills and strengths
- Performance-based segmentation: Classifying individuals and teams based on productivity levels to replicate best practices and identify areas for improvement
- Skills-based segmentation: Organizing employees based on competencies and expertise to identify skills gaps



- Location-based segmentation: Grouping people based on where they work — in the office, from home or both — to see where employees perform best
- Engagement-based segmentation: Categorizing employees based on engagement metrics to spot early signs of burnout and determine how best to invest in the employee experience



5 steps to critically design effective workforce segmentation

1. Identify your top factors

- Don't get bogged down by every possible segmentation method. Instead, decide which factors matter most at your organization. Have a mix of in-office, remote and hybrid workers?
- Segmenting by location will help you understand which settings yield the best results. Preparing to scale your workforce? Start with roles- and skills-based segmentation criteria to understand what gaps you need to fill.



2. Gather data

- Next, collect data on your workforce to accurately assign employees to the right segments.
- This may involve conducting surveys, analyzing performance metrics or leveraging existing HR systems.
- Better yet, use workforce analytics software like ActivTrak to automatically gather unbiased insights for a process that's much faster and easier than manual collection.



3. Analyze and Categorize

- Use your data to map each individual or team to the appropriate segments.
- For example, if you're segmenting by skills, create a category for each desired skill set.
- Then, within each category, list all employees who have those specific skills.
- For even more detail, create subcategories for levels of expertise — beginner, intermediate and advanced.
- Workforce analytics software can make this process significantly easier by automatically categorizing employees and allowing you to drill down into intuitive dashboards.



4. Develop tailored strategies

- Once you've segmented your workforce, develop tailored strategies for each segment to optimize performance and growth.
- If you have a large number in the “beginner” category mentioned above, create a plan to upskill.
- If your segmentation reveals remote teams are more productive than in-office groups, test extending your work from home policy to other departments.
- There are countless ways to use workforce segmentation — take advantage of as many opportunities as possible.



5. Monitor and adjust

- Continuously monitor the effectiveness of your segmentation strategy and make adjustments as needed to ensure ongoing success. This might mean adding more segments as your workforce grows, or removing some that no longer apply.



Overcoming challenges in workforce segmentation

- While workforce segmentation offers numerous benefits, it's not without challenges.
- One of the biggest roadblocks is workforce data. Many organizations still struggle to collect it, and two-thirds of executives say they're uncomfortable using it.
- Make sure you have a reliable, easy-to-use data method in place first, before launching your segmentation strategy.



- Trust is also an issue for many organizations.
- Many employees will resist attempts at segmentation, usually because they fear bias and favoritism.
- For this reason, transparency is key. When you're upfront with employees about how and why you plan to segment, they're less inclined to push back — and may even volunteer to help.



Developing Resourcing Strategies

Alignment with Organizational Goals

- Ensuring Strategies Align with Business Objectives

Tailoring Strategies for Different Segments

- Customization Based on Segment Needs



Strategic Planning

Workforce Planning

- Assessing Current and Future Needs

Data-Driven Decision Making

- Using Data Analytics for Strategic Planning

Talent Mapping

- Identifying Talent Pools and Skill Gaps



Sourcing Talent

Traditional Sourcing Methods

- Job Boards, Recruitment Agencies, etc.

Modern Sourcing Methods

- Social Media, Employee Referrals, etc.

Segment-Specific Sourcing

- Tailoring Sourcing Methods to Different Segments



Recruitment and Selection

Effective Recruitment Processes

- Screening, Interviewing, and Selecting Candidates

Assessment Tools and Techniques

- Psychometric Tests, Skills Assessments, etc.

Recruitment for Different Segments

- Customizing Recruitment Processes



Onboarding and Integration

Onboarding Best Practices

- Steps and Best Practices

Segment-Specific Onboarding

- Tailoring Onboarding to Different Segments

Cultural Integration

- Ensuring New Hires Fit into the Company Culture



Retention Strategies

Retention Importance

- Why Retention Matters

Developing Retention Strategies

- Key Components of Retention Strategies

Retention for Different Segments

- Customizing Retention Strategies



Training and Development

Importance of Training

- Benefits of Continuous Learning

Developing Training Programs

- Key Components of Effective Training

Training for Different Segments

- Customizing Training Programs



Metrics and Evaluation

Key Performance Indicators (KPIs)

- Metrics to Evaluate Success

Continuous Improvement

- Feedback Loops and Process Optimization



Challenges and Solutions

Common Challenges

- Talent Shortage, Competition, Bias

Strategic Solutions

- Innovative Approaches and Best Practices



GROUPS RESEARCH QUESTION AND PRESENTATION

Future of Workforce Resourcing

- Research and Present Emerging Trends and Predictions

formative assessment tool



Final Thoughts

- In conclusion, human resource planning is like creating a roadmap for a successful journey in the business world. Just as travelers consider external factors like weather and road conditions, companies must adapt to external influences such as laws and market trends.
- Internally, it's akin to aligning company policies, fostering a positive work culture, and ensuring employees have the skills needed. By carefully considering these factors, businesses can navigate challenges, foster a motivated workforce, and ultimately, reach their desired goals and success.
- HR planning promotes innovation and creativity by cultivating a diverse and skilled workforce. Furthermore, thoughtful planning paves the way for a thriving and harmonious workplace.



References

- CIPD Chartered Institute of Personnel and Development (2025)
www.cipd.org
- Great Place to Work (2023)
www.greatplacetowork.com/best-workplaces-international/best-workplaces-in-europe/2023

Taylor S *Resourcing and Talent Management* (7th edition)

Kogan Page





**Masters in
Human Resources Management**