



MGA Consulting
Ghana Limited

MTC STRATEGIC HR PLANNING

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- President & Chairman of the Governing Council - Chartered Institute of Marketing, Ghana, Chairman - SIB Limited, Member - eCrime Bureau, Built Technologies.
- Most Influential Corporate Leader of the Decade - 2025.

SCAN TO REGISTER FOR SESSION





ABOUT MGA CONSULTING GHANA LIMITED

MGA Consulting Ghana Limited (MGA Consulting) is a Management Consultancy and Capacity Building firm that provides services to organizations from SMEs to Multinationals using a team of experienced consultants focused on delivering value to our clients. MGA Consulting has expertise in Sales and Marketing, Business Development, Entrepreneurial Support, Digital Transformation, Customer Service, Finance, and Human Resource Management.

OUR SERVICES:

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- ▶ STRATEGY & DOCUMENT DEVELOPMENT SERVICES
- ▶ CAPACITY BUILDING SERVICES
- ▶ MGA HR SOLUTION SERVICES
- ▶ MGA PRIME PROPERTIES
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OUR SUBSIDIARIES:

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- ▶ JKA LOGISTICS LIMITED
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- ▶ INNOSOL LIMITED

LEARNING AGREEMENTS: GROUND RULES



What is **your expectation**, or
what do **you seek to learn**
from this training?

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“Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”

- Richard Branson-



INTRODUCTION

INTRODUCTION

- In these volatile and challenging times, the establishment of a Strategic HR Plan that **positions an organization to respond to current business challenges** has never been more critical.
- Strategic human resources planning provides **input into an organization's strategy formulation process** regarding what is possible, that is, whether a firm has the **types and numbers of people available to pursue a given strategy**.
- The plan is the **missing link** between the **strategic direction** of a business and the **delivery of results**.

Strategic Human Resource (HR) Planning is the process of aligning an organization's workforce with its long-term business goals.

“Strategic human resource planning is the process of ensuring that the organization has the right number of people, with the right skills, at the right place and time to achieve its strategic objectives.”

- Michael Armstrong -

TRADITIONAL HR VS STRATEGIC HR

Aspect	Traditional HR	Strategic HR
Focus	Administrative and operational tasks.	Long-term alignment of HR with business strategy.
Role of HR	Support function.	Strategic partner in organizational decision-making.
Time Orientation	Short-term and reactive.	Long-term and proactive.
Decision Making	HR decisions made separately from business strategy.	HR decisions integrated with corporate strategy.
Key Activities	Payroll, hiring, record keeping, compliance.	Talent development, leadership pipeline, workforce planning, competitive advantage.
Approach to Employees	Employees seen as a cost to manage.	Employees seen as strategic assets and sources of competitive advantage.
Organizational Impact	Focus on maintaining workforce.	Focus on improving performance and achieving business goals.

NEED FOR STRATEGIC HR PLANNING



THE HR PLANNING PROCESS





BREAKDOWN OF HR PLANNING PROCESS

UNDERSTANDING ORGANIZATIONAL STRATEGY

UNDERSTANDING THE ORGANIZATIONAL DIRECTION

- HR managers **review the organization's mission, vision, and long-term objectives.**
- The **organization's competitive strategy** (cost leadership, differentiation, or focus) **is examined** to determine workforce implications.
- HR leaders **identify strategic priorities**, such as expansion, digital transformation, or market penetration.
- The HR function **collaborates with top management and business leaders** to understand future organizational direction.

MISSION STATEMENT

- Creating a functional unit mission statement (for departments such as HR, Marketing, Finance, Sales, IT, etc.) means translating the **overall organizational mission into a clear purpose for that specific unit.**
- A good functional mission statement clarifies **why the unit exists, what it delivers, and how it supports the organization's strategy.**
- A strong mission statement usually answers three questions:
 1. Why does the unit exist?
 2. What does it do?
 3. How does it support the organization?

Basic formula


“To [core purpose] by [key activities/ services] in order to [value or impact on the organization].”

Example: HR Department Mission Statement

“To attract, develop, and retain a high-performing workforce by delivering strategic human resource solutions that support organizational growth and employee excellence.”



MISSION CARD



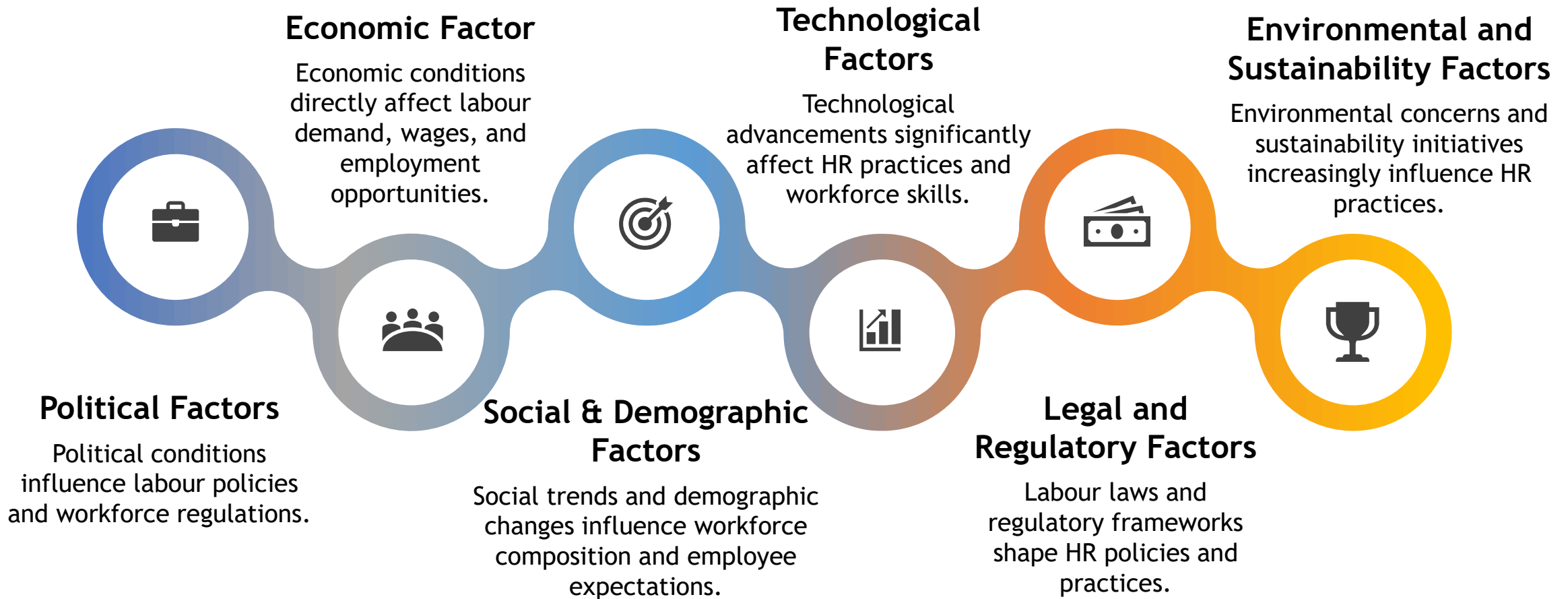
STRATEGIC HR PLANNING



BREAKDOWN OF HR PLANNING PROCESS

ENVIRONMENTAL AND STRATEGIC ANALYSIS

EXTERNAL ENVIRONMENTAL ANALYSIS



LABOUR MARKET CONDITIONS

- Availability of Skilled Labour
- Labour Supply and Demand
- Competition for Talent
- Wage and Salary Trends
- Education and Training Institutions
- Demographic Trends
- Technological Changes in the Labour Market
- Employment Patterns and Workforce Mobility
- Government Employment Policies

TECHNOLOGICAL DEVELOPMENTS

- Automation and Artificial Intelligence
- Digital Transformation
- Remote Work Technologies
- Human Resource Information Systems (HRIS)
- E-Learning and Digital Training Platforms
- Data Analytics and Workforce Analytics
- Cybersecurity and Data Protection Technologies
- Technological Innovation and Job Redesign

INTERNAL ORGANIZATIONAL FACTORS

- Organizational Strategy and Business Objectives
- Organizational Structure & Culture
- Workforce Skills and Competencies
- Workforce Demographics
- Employee Performance and Productivity
- Leadership and Management Capability
- Employee Turnover and Retention Patterns
- HR Policies and Practices
- Technology and HR Systems
- Organizational Size and Growth Rate

HR SWOT ANALYSIS

Strengths (Internal)

Existing workforce capabilities that support organizational goals. Example: highly skilled technical staff, strong leadership pipeline, experienced workforce.



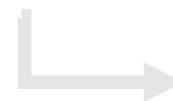
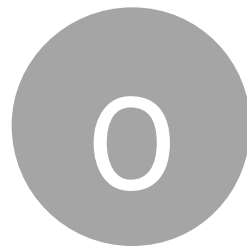
Weakness (Internal)

Internal workforce limitations that could hinder performance. Example: ageing workforce, skill gaps, low digital capability, poor succession planning.

When using the SWOT analysis, be realistic about the strengths and weaknesses of your department.

Opportunities (External)

External conditions that could improve workforce capability. Example: availability of skilled labour in the market, partnerships with universities, emerging training technologies.



Threats (External)

External factors that may affect workforce stability. Example: talent competition, regulatory changes, labour shortages, industry disruption.

Strengths (Describe what your organization excels at and what separates it from the competition)	Weaknesses (What stops your organization from performing at its optimum level?)
Opportunities (What favorable external factors give your organization a competitive advantage?)	Threats (What external factors have the potential to harm your organization?)

STRATEGIC HR PLANNING



BREAKDOWN OF HR PLANNING PROCESS

CONDUCT HR GAP ANALYSIS

IDENTIFICATION OF CURRENT WORKFORCE CAPABILITIES

1

Assessing the number of employees currently available.

2

Evaluating skills, competencies, and qualifications of employees.

3

Reviewing employee performance and productivity levels.

4

Analyzing workforce demographics such as age, experience, and tenure.

5

Identifying key talent and critical positions within the organization.

FORECASTING FUTURE WORKFORCE REQUIREMENTS

1

Estimating the number of employees required in the future.

2

Identifying new skills and competencies needed.

3

Considering business expansion, new projects, or technological changes.

4

Assessing future leadership and managerial needs.

5

Aligning workforce requirements with organizational strategic goals.

COMPARING CURRENT WORKFORCE WITH FUTURE NEEDS

1

Identifying skills shortages within the organization.

2

Detecting excess workforce in certain areas.

3

Evaluating whether employees have competencies required for future roles.

4

Identifying gaps in leadership or technical expertise.

5

Assessing the impact of these gaps on organizational performance.

IDENTIFYING SKILL SHORTAGES AND SURPLUSES

1

Determining areas where additional employees are required.

2

Identifying departments with excess staff.

3

Detecting critical skill shortages that could hinder organizational performance.

4

Recognizing positions requiring specialized expertise.

5

Identifying opportunities for redeployment or restructuring.

TOOLS FOR HR GAP ANALYSIS

HR Information Systems (HRIS)

HRIS enables you to analyze workforce data efficiently and identify patterns that reveal potential HR gaps.



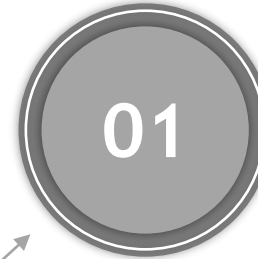
Employee Surveys & Feedback

It helps you to detect hidden issues affecting workforce performance, motivation, and retention.



Workforce Analytics

Workforce analytics helps you to identify emerging talent shortages, workforce risks, and future staffing needs.



Competency Frameworks

This outlines the knowledge, skills, abilities, and behaviors required for successful performance in different roles.



Skills Inventory

It allows you to quickly identify existing talent within the organization and areas where additional skills are required.



Performance Appraisal Systems

Performance appraisal systems provide structured evaluations of employee performance against defined objectives and competencies.



TOOLS FOR
GAP ANALYSIS



BREAKDOWN OF HR PLANNING PROCESS

HR GOALS & OBJECTIVES

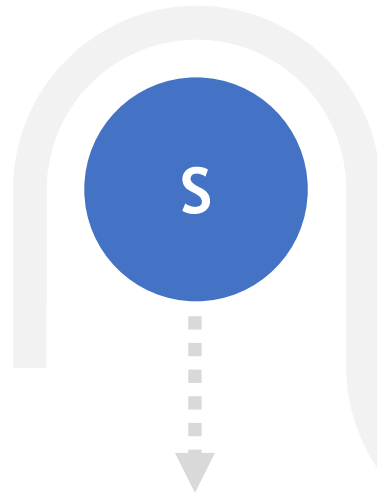
STRATEGIC HR OBJECTIVE AREAS

1. Talent Acquisition and Workforce Planning
2. Employee Training and Capability Development
3. Leadership Development and Succession Planning
4. Performance Management and Productivity Improvement
5. Compensation, Rewards, and Employee Value Proposition
6. Talent Retention and Employee Experience
7. Employee Engagement and Organizational Culture
8. Organizational Development and Change Management
9. HR Governance, Compliance, and Risk Management
10. HR Technology and Digital Transformation

SETTING SMART-C OBJECTIVES

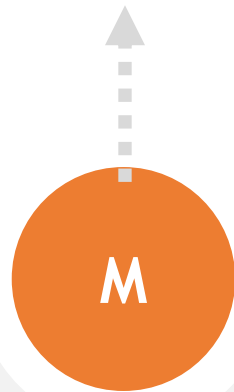
SET MEASURABLE GOALS

Track the set goals
qualitatively and
quantitatively.



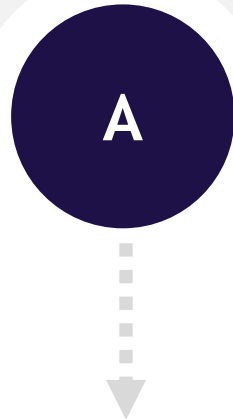
BE SPECIFIC

It shows you understand who, where, what, which, and how of the product and or service you intend to market.



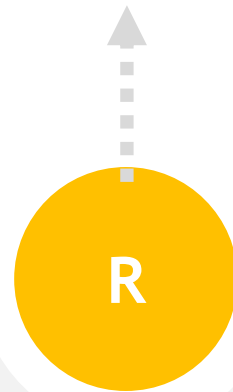
SET ATTAINABLE GOALS

Do not set goals that you cannot achieve.



BE REALISTIC

Know you want to achieve your goals and work towards it.



TIME-RELATED

Set a deadline for achieving these goals.



CHALLENGING

Be sure that every goal represents substantial progress.

EXAMPLES OF SMART-C HR OBJECTIVES

Talent Acquisition and Workforce Planning

- Reduce the average recruitment cycle time from 60 days to 40 days within the next 12 months by improving recruitment processes and expanding talent sourcing channels.

HR Governance and Compliance

- Achieve 100% compliance with labour laws and internal HR policies through annual HR audits and compliance training programs by the end of the financial year.

Compensation and Rewards Management

- Conduct a market salary benchmarking exercise within the next 6 months and adjust compensation structures to ensure pay competitiveness within the top 25% of the industry by next year.

Talent Retention and Employee Experience

- Reduce voluntary employee turnover from 18% to 10% within two years by implementing career development programs and improved employee benefits.

OBJECTIVES CARD

STRATEGIC PILLAR	GOAL	OBJECTIVES

STRATEGIC HR PLANNING



BREAKDOWN OF HR PLANNING PROCESS

DEVELOP STRATEGIC HR INITIATIVES

ATTRACTION, RECRUITMENT & HIRING STRATEGIES

1. Job Posting

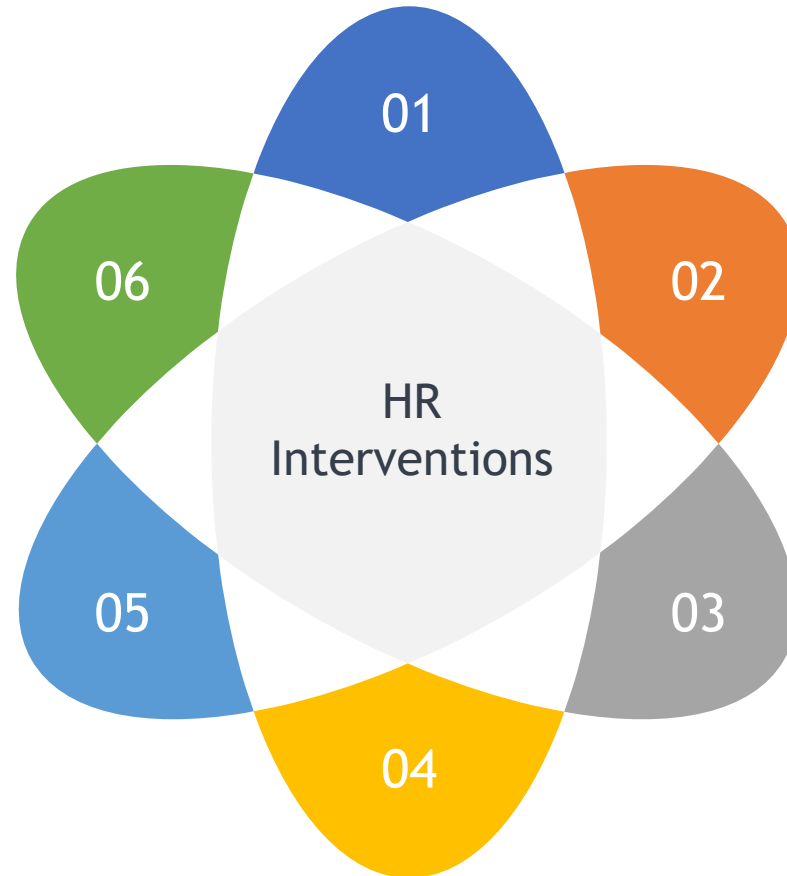
Advertising vacancies internally or externally through company websites, job boards, or career portals.

6. Talent Pools

Maintaining databases of potential candidates for future hiring needs.

5. Recruitment Outsourcing (RPO)

Engaging external recruitment agencies or consultants to manage the hiring process.



2. Employee Referrals

- Encouraging current employees to recommend potential candidates for open positions.

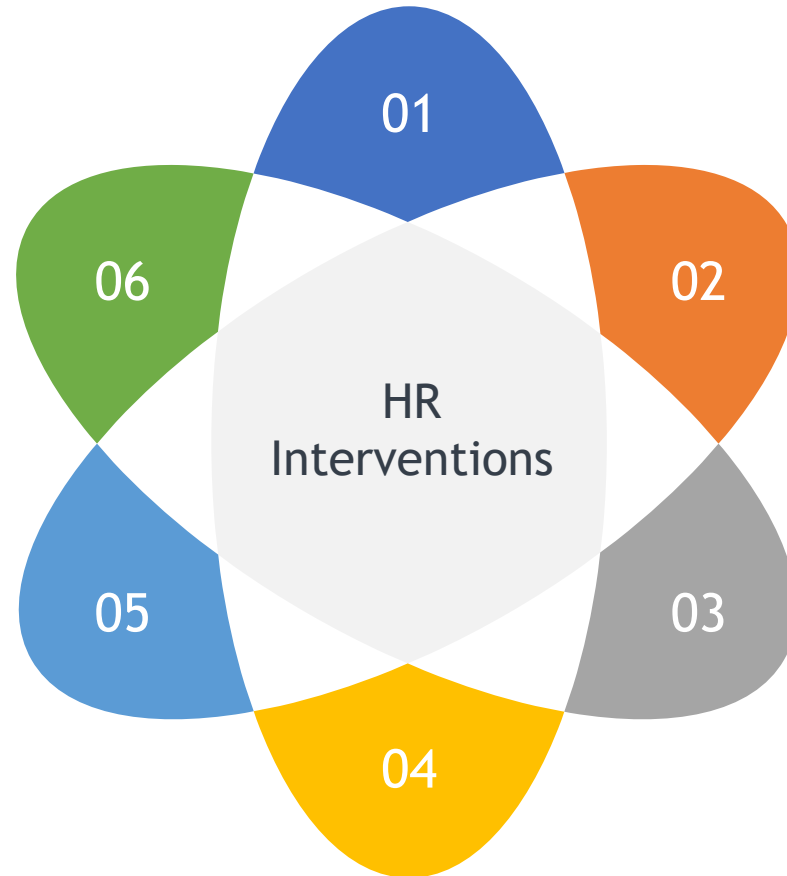
3. Internet Recruiting (E-Recruitment)

- Using online platforms such as LinkedIn, recruitment websites, and social media to attract applicants.

4. Campus Recruitment

- Partnering with universities and training institutions to recruit graduates and interns.

ATTRITION & RETENTION STRATEGIES



1. Career Development Programs

Structured career progression pathways that allow employees to grow within the organization.

6. Succession Planning

Identifying and preparing employees for future leadership roles.

5. Retention Interviews

Periodic discussions with employees to understand concerns and career aspirations.

2. Competitive Compensation Packages

Salary benchmarking and performance-based incentives.

3. Employee Recognition Programs

Awards, appreciation events, and performance recognition systems.

4. Work-Life Balance Initiatives

Flexible work schedules, remote work options, and wellness programs.

EMPLOYEE ENGAGEMENT STRATEGIES

1. Employee Engagement Surveys

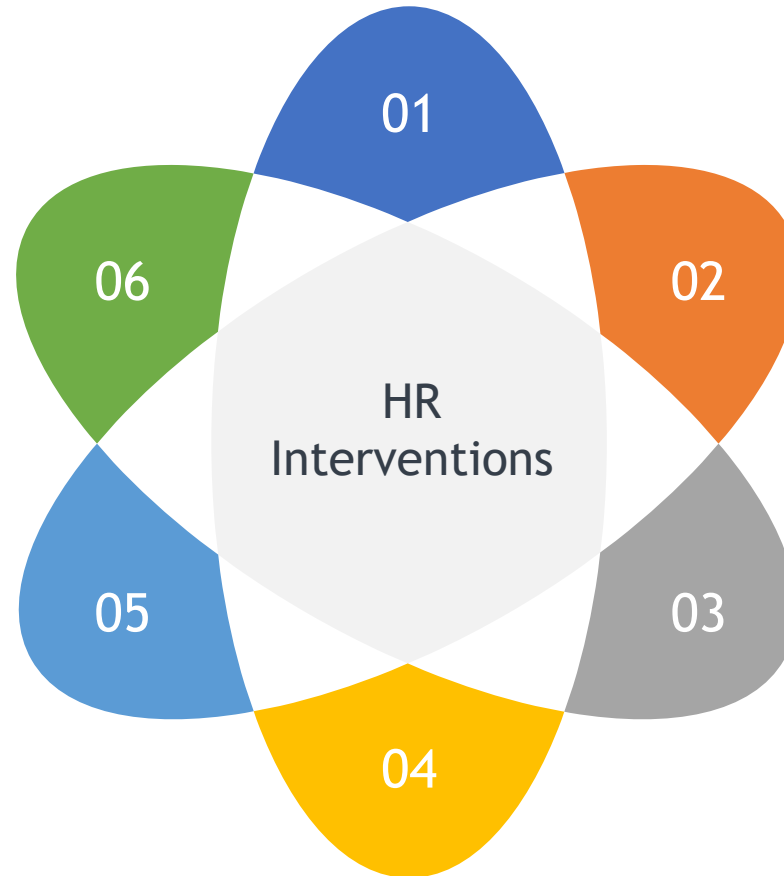
Periodic surveys to measure employee satisfaction and morale.

6. Internal Communication Platforms

Tools such as intranets, newsletters, or internal social networks.

5. Employee Recognition Events

Celebrations of achievements and milestones.



2. Town Hall Meetings

Regular leadership communication sessions with employees.

3. Employee Suggestion Programs

Platforms for employees to contribute ideas for organizational improvement.

4. Team Building Activities

Workshops and social activities that strengthen teamwork and collaboration.

EMPLOYEE EXPERIENCE STRATEGIES

1. Structured Onboarding Programs

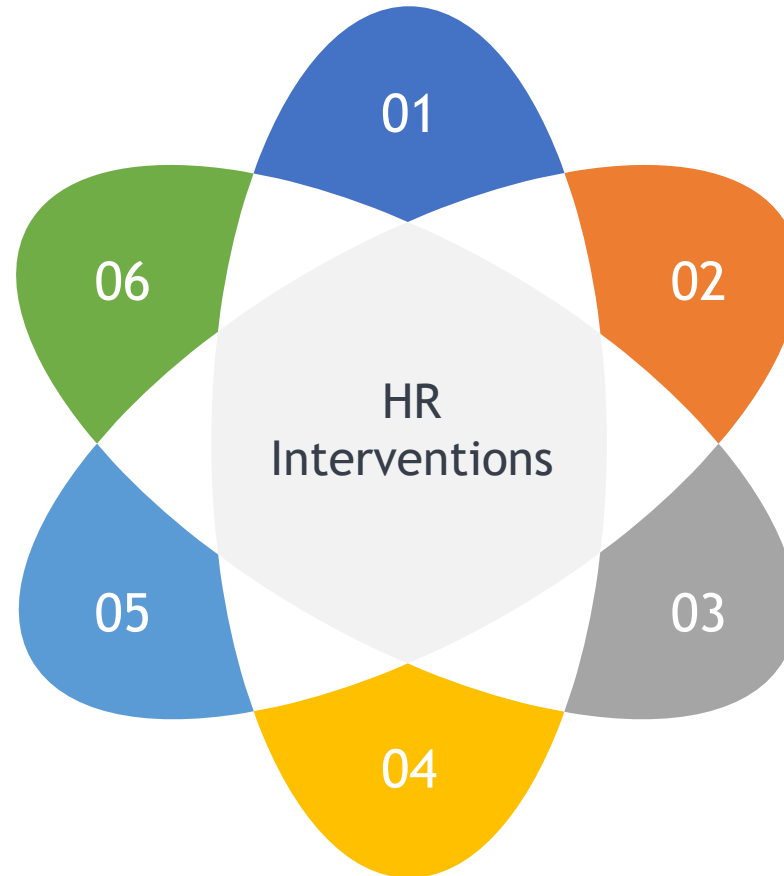
Orientation sessions that help new employees integrate into the organization.

6. Employee Journey Mapping

Identifying key moments that shape employee satisfaction throughout their career.

5. Workplace Environment Improvements

Safe, comfortable, and well-equipped workspaces.



2. Employee Wellness Programs

Health initiatives such as medical screenings, counselling services, and fitness programs.

3. Digital HR Platforms

Self-service HR portals that allow employees to manage leave, payroll, and benefits.

4. Feedback Systems

Mechanisms that allow employees to provide feedback about workplace conditions.

PERFORMANCE STRATEGIES

1. Performance Management Systems

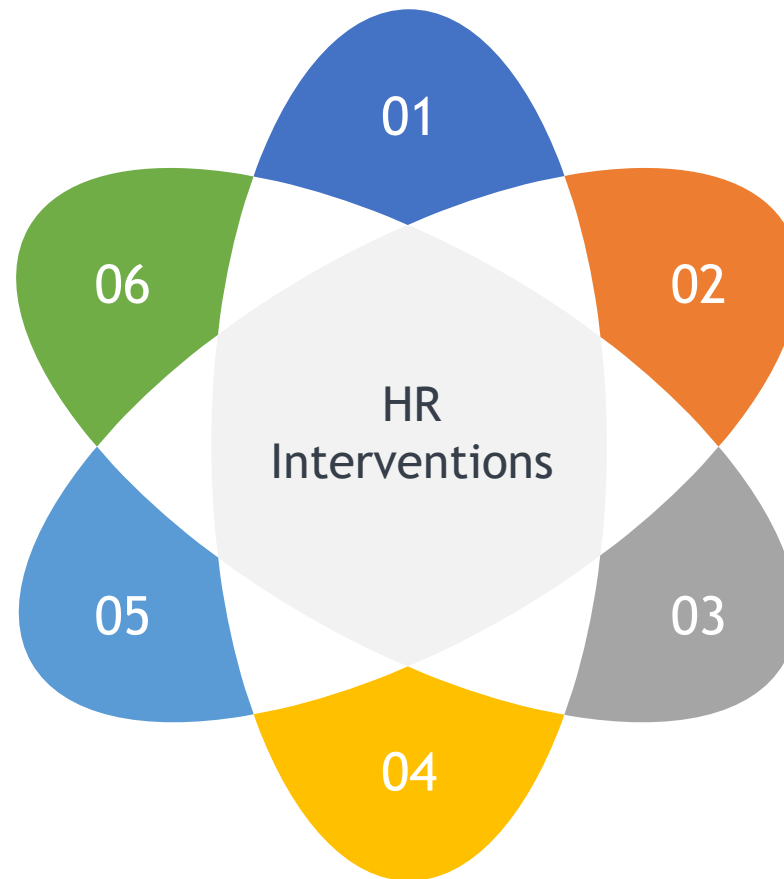
Structured systems for goal setting, monitoring, and evaluating employee performance.

6. Performance-Based Incentives

Bonuses and rewards tied to achievement of targets.

5. Coaching and Mentoring Programs

Support systems to improve employee performance.



2. Key Performance Indicators (KPIs)

Clear measurable targets aligned with organizational objectives.

3. Performance Appraisals

Annual or periodic performance evaluation discussions.

4. Performance Improvement Plans (PIPs)

Structured support for employees experiencing performance challenges.

LEARNING & DEVELOPMENT STRATEGIES

1. Employee Orientation Programs

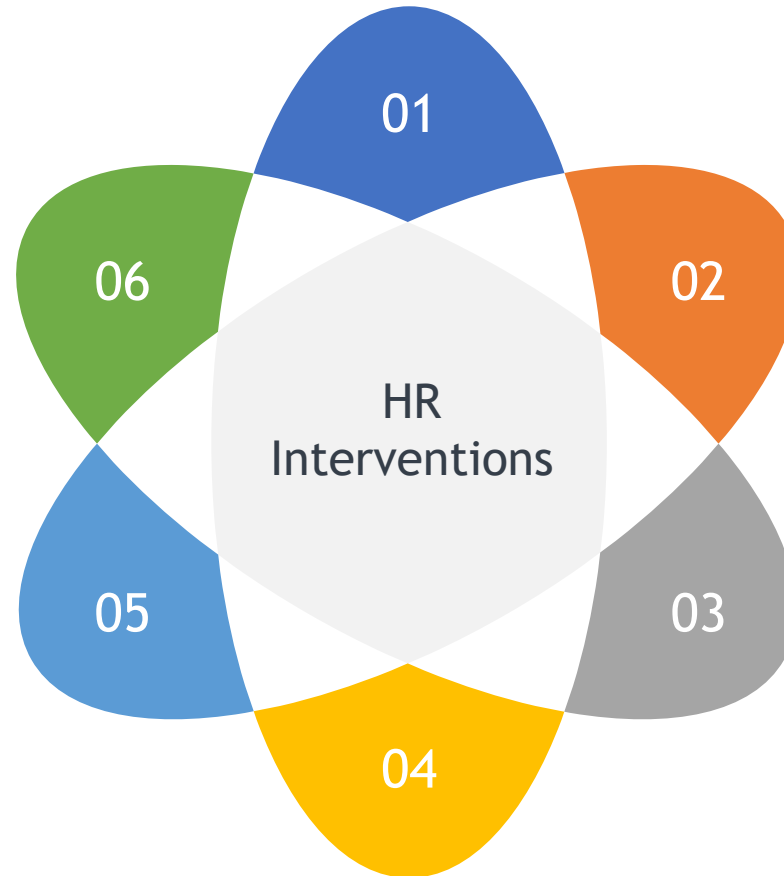
Introducing new employees to organizational culture, policies, and expectations.

6. E-Learning Platforms

Online learning systems that provide flexible training opportunities.

5. Professional Certification Programs

Sponsoring employees to obtain industry-recognized qualifications.



2. General / External Training

Training programs conducted by external institutions or consultants.

3. In-House / Specific Training
Internal training designed to develop organization-specific skills.

4. Leadership Development Programs

Preparing employees for managerial or leadership roles.

DIVERSITY, EQUITY & INCLUSION (DEI) STRATEGIES

1. Inclusive Recruitment Practices

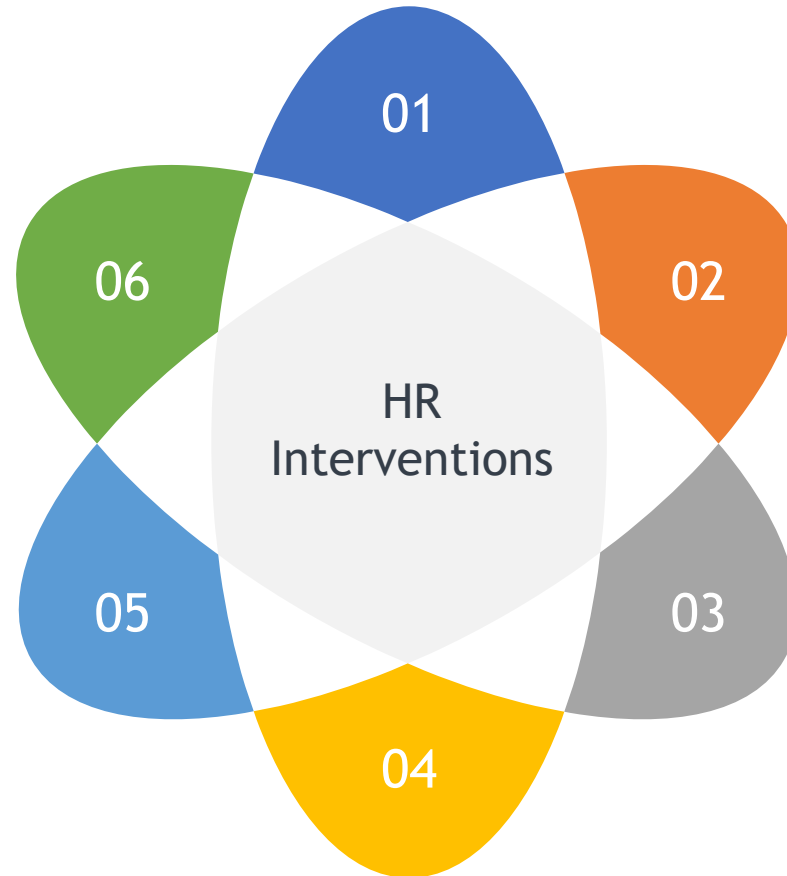
- Ensuring diverse candidate pools during hiring.

6. Inclusive Leadership Programs

- Training leaders to manage diverse teams effectively.

5. Pay Equity Reviews

- Regular audits to ensure fair compensation across demographic groups.



2. Equal Opportunity Policies

- Policies that ensure fair treatment in hiring, promotion, and compensation.

3. Diversity Awareness Training

- Programs that promote cultural understanding and inclusion.

4. Employee Resource Groups (ERGs)

- Networks that support employees from diverse backgrounds.

ERGONOMICS STRATEGIES

1. Workstation Ergonomic Assessments

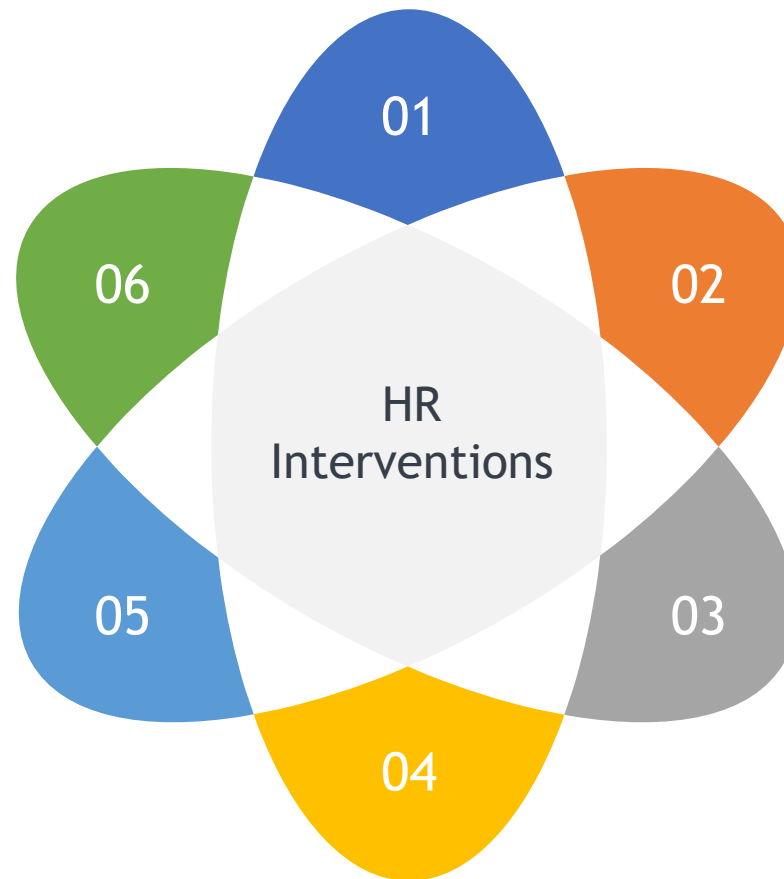
Evaluating desks, chairs, monitors, and equipment to ensure proper alignment and comfort.

6. Workplace Environment Improvements

Ensuring proper lighting, ventilation, and workspace layout.

5. Flexible Work Break Policies

Encouraging periodic breaks to reduce fatigue and eye strain.



2. Ergonomic Training Programs

Educating employees on correct sitting posture, workstation setup, and movement practices.

3. Provision of Ergonomic Equipment

Adjustable chairs, standing desks, monitor risers, keyboard supports, and footrests.

4. Health and Safety Awareness Campaigns

Promoting workplace safety and proper body mechanics.



BREAKDOWN OF HR PLANNING PROCESS

HR IMPLEMENTATION PLAN

IMPLEMENTATION PLAN SCHEDULE

Objectives	Strategies	Tactics/Actions

Tactics/Actions	Start Date	End Date	Resources Needed	Responsibility /Personnel	Support Team

IMPLEMENTATION PLAN

No.	Key Task	Start Date	End Start	Resources Needed	Responsible Staff	Team
1.						
2.						
3.						
4.						
5.						
6.						
7.						
8.						
9.						
10.						
11.						



BREAKDOWN OF HR PLANNING PROCESS

BUDGET & RESOURCE ALLOCATION

HR PLANNING BUDGET



Review Past Performance

Thus, this retrospective analysis involves a comprehensive examination of financial statements alongside operational metrics.



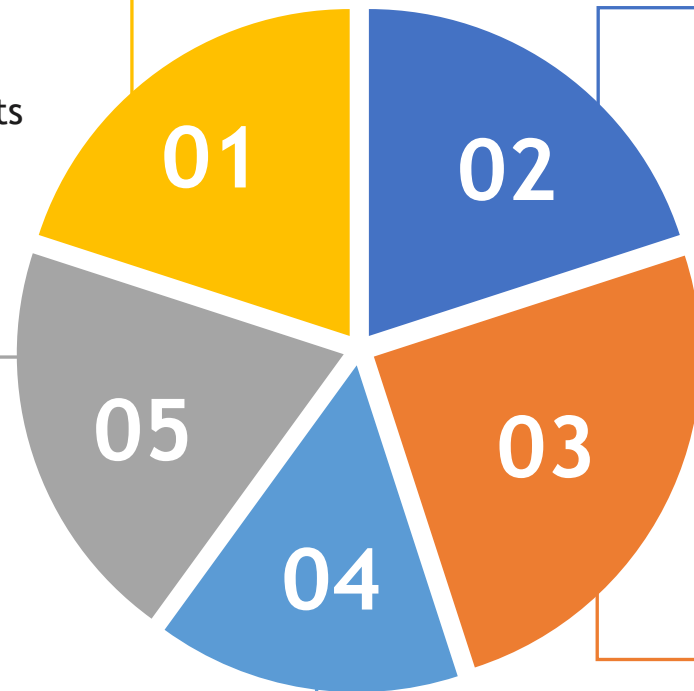
Forecast Cash Flow

It helps to understand when cash is expected to come in and when it should expect it to go out.



Add Capital Expenses

It helps set the stage for which activity of the strategy will be pursued first and which will have to wait.



Forecast Top-Line Scenarios

Multiple forecasts and plans allow the strategy to easily adjust up or down with resources.



Estimate Cost and Expense

The accuracy of cost and expense estimation greatly impacts the ability to maintain profitability and cash flow.



BUDGET(FINANCIALS)

Item	Jan.	Feb.	Mar.	Apr.	May	Jun.

TYPES OF RESOURCES

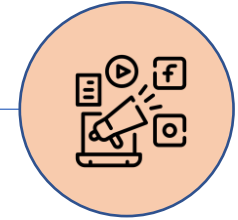
Financial Resources (HR Budget)

Adequate financial resources enable HR departments to attract and retain high-quality talent.



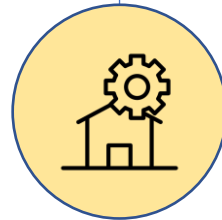
Training and Development Resources

These resources include internal trainers, external training providers, learning platforms, etc.



Technology and HR Information Systems (HRIS)

Helps collect workforce data, automate HR processes, track employee performance, and support data-driven HR planning.



Human Resources

Ensures that workforce strategies are properly developed and executed.



Data and Workforce Analytics Resources

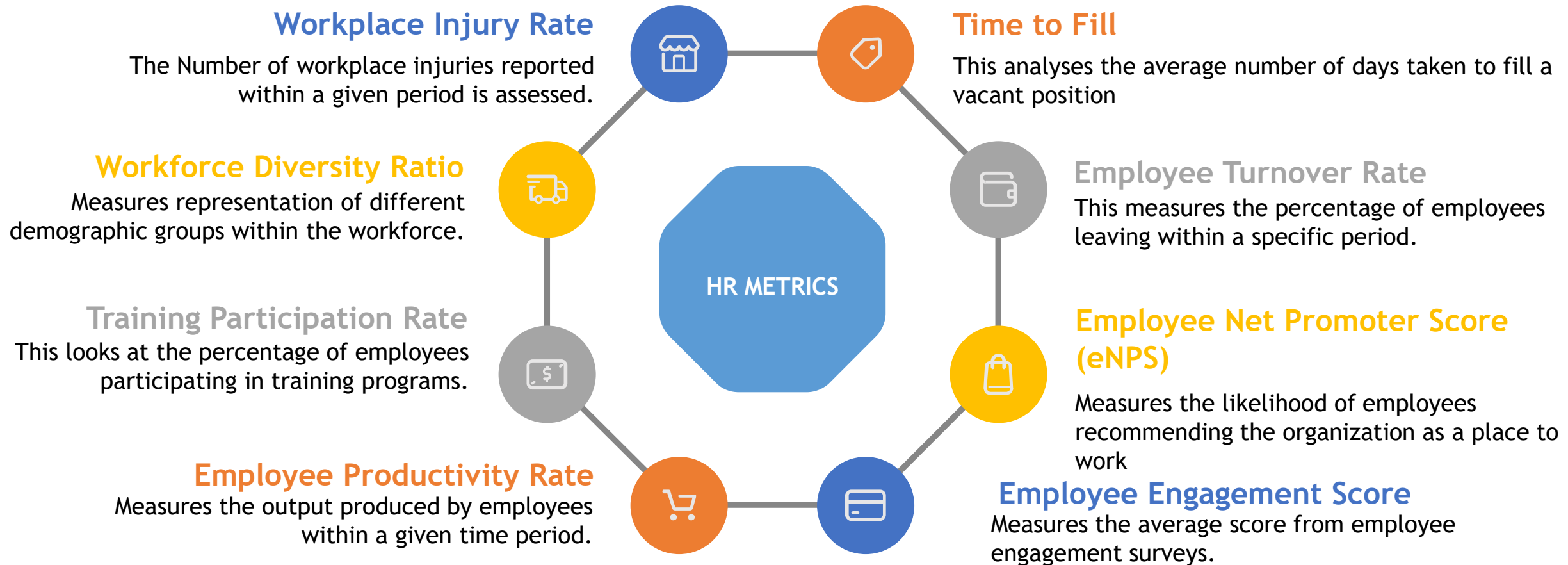
Access to reliable HR analytics enables HR leaders to forecast and evaluate the impact of HR strategies.



BREAKDOWN OF HR PLANNING PROCESS

MONITORING, EVALUATION & ADJUSTING

EXAMPLES OF HR METRICS



MONITORING HR PLAN



EVALUATING HR PLAN

Analyze HR Performance Metrics.

01

Assess the Achievement of HR Strategic Objectives.

02

Assess Employee Performance and Productivity Outcomes.

03

Evaluate Employee Feedback and Satisfaction Levels.

04

Evaluate Return on Investment (ROI) of HR Initiatives.

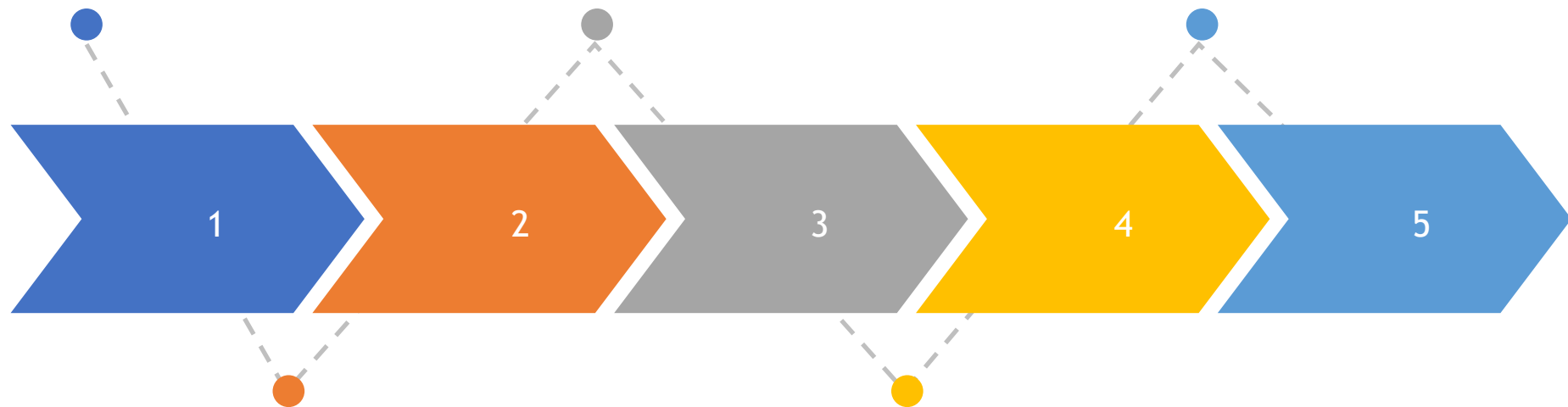
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ADJUSTING HR PLAN

Revise Workforce Forecasts.

Reallocate HR Resources.

Respond to Organizational and
Environmental Changes.



Update HR Strategies and
Initiatives.

Strengthen Policies and
Processes.

IN CONCLUSION...

- The ultimate goal of strategic planning is **the identification of opportunities along with some risks by aligning the objectives and activities of an organization** with the proper allocation of available resources to produce the desired profit for it.
- Knowledge and proper application of the HR plan are **essential for the effective functioning of the organization**.

“Great vision without great people is irrelevant.”

– Jim Collins –

**SCAN CODE
TO EVALUATE
SESSION**



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