



Evidence-informed HRM Practices for High-Performing UK Project-Based Organisations

ACHA 7028 Resourcing and Financial Management for Projects

Component 1 Coursework - Report on Human Resources Management issues for Projects

Student Name: Md Jahid Hasan

Student ID: 2512612

Submission date: 15 May 2026

Word Count: 2700

AI Declaration

I confirm that I have not present any AI-generated materials as my own work in this portfolio.

However, I acknowledge that I have used or may have used the AI in the research and proofreading of my portfolio.

Table of Contents

Introduction	1
1. High-Performing Workplaces.....	3
2. Employee Orientation Practices - BAE Systems Researched Case	5
3. Modern Approaches to Succession Planning.....	8
4. Resourcing and Retention Strategies	11
5. Talent Insight and Strategic Retention	13
Conclusion.....	16
References	17
Appendix	20
Appendix A: Project Manager HRM Action Checklist.....	20
Appendix B: 30/60/90-Day Orientation Review Tool	21
Appendix C: People Analytics Governance Checklist.....	22

Introduction

For project-based organisations, the quality of HRM impacts on HR continuity, productivity, knowledge transfer, and delivery risk (CIPD, 2024; Jiang et al., 2012) because of the need for skilled, mobile and cross-functional staff. This report addresses five key areas: high-performing workplaces, employee orientation, succession planning, resourcing and retention, and talent insight. It utilises UK evidence wherever possible, BAE Systems being a researched example as long-cycle skills pipelines and project capability (BAE Systems, 2026b; BAE Systems, 2025) are important to the engineering and defence industry. At the heart of the argument is the fact that the culture of trust, effective orientation, open succession, inclusive resourcing, targeted retention and ethical workforce data make for a high-performance HRM architecture. This report therefore treats employer rankings and corporate sources as starting evidence, not proof, and balances them with peer-reviewed theory when making project-level judgements (Great Place to Work UK, 2026a; Edmondson, 1999). To the financial side, weak resourcing and loss of knowledge can increase the replacement costs and result in delayed delivery (CIPD, 2024; Hom et al., 2017).

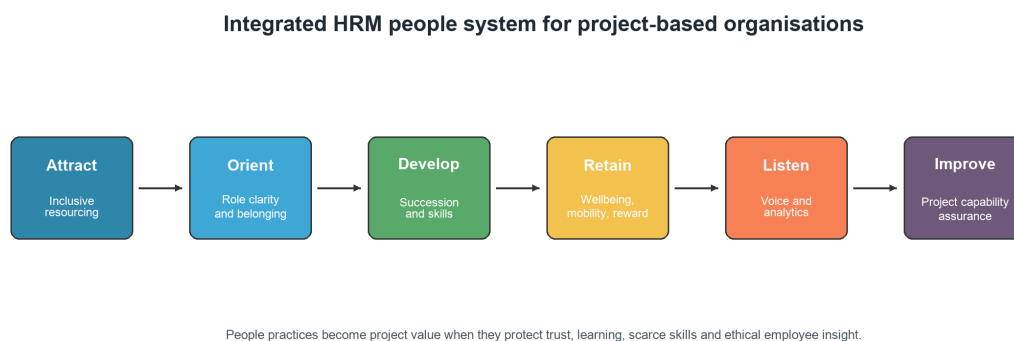


Figure 1: Integrated HRM people system for project-based organisations

Table 0: Evidence and criteria map

Scenario	Main evidence base	Marking criteria emphasis	Practical output
1. High-performing workplaces	Great Place to Work UK, CIPD, HRM and inclusion research	Literature, knowledge, critical synthesis	Benchmark of practices and project value
2. Orientation	BAE Systems, onboarding and psychological safety research	Practical application, critical evaluation	Orientation evaluation and improvements
3. Succession	CIPD, talent management and analytics research	Knowledge, comparison, judgement	Hybrid succession model
4. Resourcing and retention	CIPD, BAE Systems, turnover and retention research	Practical application, labour-market analysis	Strategy matrix
5. Talent insight	CIPD, HR analytics, voice and ethics research	Critical evaluation, strategic retention	Ethical talent-insight controls

1. High-Performing Workplaces

High performing workplace should be regarded as an employment system and not as a single benefit. There are some employer ranking indexes that can be useful as a starting point – this report uses Great Place to Work UK as it offers a local UK comparison. It includes 350 organisations and 285,000 UK employees and recognises trust as a performance condition and links positive workplaces with psychological, physical, social and financial support (Great Place to Work UK, 2026a; Great Place to Work UK, 2026b; Great Place to Work UK, 2025). This is aligned with the ability-motivation-opportunity perspective of which employees can contribute when HR practices create capability, motivation and opportunities (Jiang et al., 2012).

The four requirements of scenario 1 can be distinguished. There are some common organisational practices that have evidence to support them – such as credible leadership communication, fair line management, development access, recognition and employee voice – and some common benefits that have evidence to support them – such as flexibility, wellbeing support, work-life balance and progression routes (Great Place to Work UK, 2026b; Great Place to Work UK, 2025; Morrison, 2023). The cultural features that underlie them are trust, inclusion and psychological safety, in that employees are willing to ask questions, report errors, and raise risks prior to formal reporting (Edmondson, 1999; Nishii, 2013; Morrison, 2023).

It is important these themes be a habit for project managers. Structured handovers and learning reviews, equitable access to development and clear action following employee feedback are the hallmarks of a trusted workplace (Edmondson, 1999; Morrison, 2023). In temporary teams, this consistency is more important than benefits in the short term, as in each project phase, building trust will be necessary. Rankings are not however proof that all the work groups listed are excellent. Results can be influenced by participation and survey design, as well as by incentives to employers to participate in the survey (employer branding), and by differences in culture in different locations, professions, and contract types. The synthesis is therefore interpretive rather than descriptive: rankings identify patterns, but academic theory is needed to judge when those patterns transfer to temporary project teams. High performance is built daily for project-based organisations when they are able to foster collaboration, learning and scarce talent across project cycles (Jiang et al., 2012; Nishii, 2013; Edmondson, 1999).

Table 1: UK high-performing workplace benchmark

Practice	Employee benefit	Cultural mechanism	Project impact	Evidence source
Clear leadership communication	Lower uncertainty	Trust in direction	Faster alignment across temporary teams	Great Place to Work UK (2026a); Morrison (2023)
Flexible or hybrid working where feasible	Work-life balance	Perceived support	Better attraction and reduced avoidable exit	Great Place to Work UK (2025); CIPD (2024)
Wellbeing support	Psychological, financial and social support	Care and fairness	More sustainable delivery under pressure	Great Place to Work UK (2025); CIPD (2026)
Inclusive climate	Belonging and fair treatment	Lower bias and conflict	Stronger contribution from diverse teams	Nishii (2013)
Employee voice	Routes to speak up	Learning and trust	Earlier risk reporting and better lessons learned	Edmondson (1999); Morrison (2023)
Development access	Skills and progression	Long-term exchange	Stronger capability pipeline	Jiang et al. (2012); CIPD (2025b)

2. Employee Orientation Practices - BAE Systems Researched Case

BAE Systems is a useful case study in the UK as it is a large engineering and defence company on which the project delivery is reliant upon long cycle technical skills. According to its graduate engineering page, it has a two-week induction period, an 18-30 month development programme, coaching, a 'buddy', a 'mentor', a 'graduate development lead', digital learning, and stretch projects and wellbeing benefits (BAE Systems, 2026a). The context is material: BAE reports that they have 111,400 employees, invested over GBP1 billion in talent in the UK since 2020 and have more than 6,800 young people in training (BAE Systems, 2026b; BAE Systems, 2025).

The programme looks quite good with respect to onboarding theory as it entails information, welcome and guidance. Klein, Polin and Sutton (2015) support clear information, social connection and practical guidance, while Cable, Gino and Staats (2013) challenge compliance-heavy socialisation by arguing that induction should draw out newcomer contribution. In a project context, this involves engaging more engineers or project personnel with prior technical experience sharing, observations of risk and suggestions for improvement. BAE is structurally strong because induction is followed by a longer development journey. Its mentor, buddy and coach relationships outline a network of support; and stretch projects connect learning and contribution to passively reading policies (BAE Systems, 2026a; Edmondson, 1999).

A stronger orientation design should also connect induction to the project life cycle. New starters must not only be taught about corporate values (BAE Systems 2026a, Klein, Polin and Sutton, 2015), but also requirements, risk, safety, and client expectations and knowledge transfer within real teams. Psychological safety and early voice are important because early questions can help them avoid project mistakes resulting from small misunderstandings (Edmondson, 1999; Morrison, 2023).

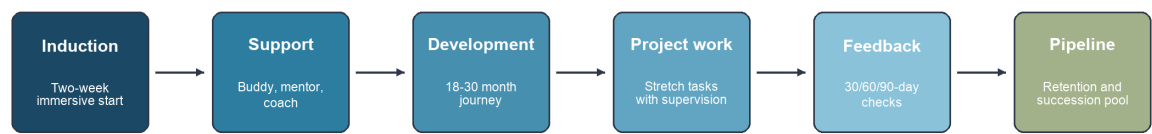
The limitation is evidence quality. A careers page is a promise of design, not results and is most about students not experienced hires, contractors, security cleared specialists or employees joining mid-project. It is also important to strategically measure new recruits' early resignation, with 41% of employers reporting that new staff members occasionally, often or always leave after 12 weeks, according to CIPD. The key focus areas that BAE should monitor are 30/60/90-day feedback, early attrition, manager quality, role clarity and inclusion. These measures are useful to differentiate between poor role fit and weak line-manager support in the event of early attrition during project ramp up. This model works well for early-career technical roles but

needs adaptation for mid-career project managers, particularly around project governance and specialist knowledge transfer. Orientation therefore is more of a project risk control, rather than just an administrative start.

Table 2: BAE Systems orientation evaluation

Element	HRM strength	Limitation	Evidence needed	Improvement
Two-week immersive induction	Structured start and organisational identity	May not show local team reality	New-starter clarity and confidence data	Add 30-day role-readiness check
18-30 month development journey	Moves onboarding into capability growth	Graduate-centred evidence	Completion and progression data	Link milestones to project skills
Buddy, mentor and coach	Social support and guidance	Quality may vary by manager or site	Mentoring uptake and satisfaction	Train mentors and review matching
Stretch projects	Early contribution and learning	Risk of overload if support is weak	Workload and wellbeing feedback	Use staged responsibility
Digital learning	Scalable knowledge access	Can become compliance-heavy	Usage and learning transfer data	Blend digital modules with project discussion

BAE Systems-style early careers orientation pathway



A project-facing induction path links socialisation, supervised contribution and measurable early retention signals.

Figure 2: BAE Systems-style early careers orientation pathway

3. Modern Approaches to Succession Planning

Succession planning is no longer about taking care of replacement charts for the top jobs. According to the CIPD, it is a talent identification and development process that has evolved to more open, diverse, skills-pool and whole workforce approaches (CIPD, 2025a). This broader perspective is appropriate for project-based organisations as it is important to consider any capability risks that may lie with technical specialists, project managers, commercial leads and security-cleared experts. This is driven by strategic talent management theory which concentrates on key roles and/or talent pools, and a differentiated HR architecture (Collings and Mellahi, 2009; CIPD, 2025b).

When vacancy cost is high there is still value in traditional succession planning. For engineering, defence, or infrastructure projects, a few roles might possess the following limited tacit knowledge, customer trust, safety knowledge, or clearance-based access (Cappelli and Keller, 2014; BAE Systems, 2026b): BAE's scale (111,400 employees) and UK skills investment highlight this challenge across early careers, technical roles and leadership (BAE Systems, 2026b; BAE Systems, 2025). Such dependencies can be missed in an entirely open talent marketplace, but can be detrimental in a closed one.

The more defensible solution is a hybrid capability-continuity model because it balances CIPD's inclusive talent-pool logic with Collings and Mellahi's focus on pivotal roles. The critical role-mapping and fragile skill identification, the creation of diverse talent pools, the visible pathways and the linkage of apprenticeships, graduates, experienced hires and internal mobility, as outlined by CIPD (2025a) and Collings and Mellahi (2009), should all be organized by the organizations. In practice, succession reviews should be used to determine the roles where delivery would be impacted, the length of time it will take to replace key skills and the groups that are missing from feeder routes (CIPD, 2025a; Cappelli and Keller, 2014). There's a path for early-careers, but the same reasoning applies to mid-careers and future project directors.

Skill gaps and readiness, internal movement and attrition risk are all insights that workforce analytics can provide, and it can even reinforce bias or false certainty (Marler and Boudreau, 2017; Tursunbayeva, Di Lauro and Pagliari, 2018). It is therefore important to establish readiness criteria, bias checks, human review and employee challenge routes in the governance process (Nishii, 2013; Tursunbayeva et al., 2021). This can be facilitated by project managers in lessons-learned reviews, by looking for single points of expertise and by capturing skills

risks and feeding into workforce planning through deputy cover. The best system is not "leaders only", it's one that ensures that capability continuity is maintained across roles that ensures that projects can be delivered. It also connects the dots between succession and retention in that a lack of understanding about progression may lead to employee attrition. The shortcoming is that, if talent pools are growing at a higher rate than there are opportunities to hire, the hybrid models can become bureaucratic, and the criteria used to prepare candidates must be honest (CIPD, 2025a; Cappelli and Keller, 2014).

Table 3: Traditional versus modern succession planning in project-based organisations

Dimension	Traditional approach	Modern approach	Strength	Risk
Scope	Senior replacement roles	Leadership, technical and project-critical roles	Protects wider capability	Can become too broad without priorities
Process	Confidential nomination	More open talent pools and career pathways	Builds trust and inclusion	Expectations may rise faster than opportunities
Evidence base	Manager judgement	Skills data, mobility data and performance evidence	Better visibility	Bias or poor data quality
Diversity	Often dependent on existing leadership networks	Explicit inclusion checks	Wider talent access	Tokenistic if criteria are unclear
Project relevance	Continuity at the top	Continuity of project knowledge and scarce skills	Reduces delivery risk	Needs regular review

4. Resourcing and Retention Strategies

Attraction and retention is a strategic priority for project-based organisations in today's context of resourcing pressure in the UK. 69% of employers say there is more competition for well-qualified staff; 64% of employers had attraction challenges when filling vacancies and 56% have more challenges in retaining well-qualified staff (CIPD, 2024). For engineering projects, a lack of skills means schedule risk, loss of knowledge and increase in replacement costs. The priority is therefore not simply harder recruitment, but a sequenced resourcing plan that protects employer credibility, inclusive selection, development, mobility, wellbeing and manager quality (CIPD, 2024; Jiang et al., 2012; CIPD, 2026).

Attraction should be coupled with skills-based and inclusive hiring and realistic employer branding. The BAE Systems early careers training programme in the UK, which has approximately 5,100 apprentices and 1,700 graduates, demonstrates the advantages of long-term pipelines, as well as how to buffer against the effects of a tight external training market (BAE Systems, 2025). However, inclusion protection needs to be matched with pipeline investment – if someone is selected for a team but hasn't been developed or their team culture isn't a good fit, they will not remain on the team (Nishii, 2013; CIPD, 2025b). Project organisations need to leverage apprenticeships, graduate pathways, experienced-hire schemes, regional education partnerships and fair selection processes; and not over-hype recruitment messages.

Another benefit of a balanced strategy is that it helps differentiate between 'attraction' and 'mutual fit'. By communicating clear project expectations and initiating a conversation about mobility early, RJP helps bridge the expectations and the lived experience of the recruitment process (Allen, Bryant and Vardaman, 2010; CIPD, 2024). This is particularly relevant in engineering as some employers may be unable to work remotely due to factors such as location and security requirements, as well as deadlines (BAE Systems, 2026a; Great Place to Work UK, 2025).

The same level of detail must be used for retention. Although all turnover is not negative, all turnover is not primarily due to pay conditions, and general best practices are not sufficient, these are cautions that Allen, Bryant and Vardaman (2010) provide. Job embeddedness is recognized in the turnover literature as a key factor in employees remaining in their jobs due to the presence of work ties and role fit and what they would lose if they leave the organization (Hom et al., 2017). Under JD-R theory, high demands such as deadline pressure and complex

interfaces are less damaging when balanced by autonomy, support, recovery time and development (Bakker and Demerouti, 2017). There is also targeted retention evidence indicating that differing reasons for retention are linked to job and performance groups (Hausknecht, Rodda and Howard, 2009). The goal is to retain employees whose skills, relationships and tacit knowledge are critical to project delivery, while allowing healthy mobility. Vacancy gaps and contractor premiums as well as lost project knowledge due to repeated onboarding, increase delivery costs financially. Retention actions should be prioritised by project risk: scarce-role continuity, workload recovery and manager quality should come before broad benefit expansion when budgets are limited (Great Place to Work UK, 2025; CIPD, 2026).

Table 4: Resourcing and retention strategy matrix

Labour-market problem	HRM response	Project value	Inclusion safeguard	Metric
Scarce qualified talent	Apprenticeship, graduate and experienced-hire pipelines	Reduces external dependency	Track access by background and role type	Vacancy fill time and pipeline conversion
Early attrition	Realistic job previews and 90-day onboarding checks	Protects project ramp-up	Compare outcomes by demographic group	First-year retention
Limited internal mobility	Skills inventories and career pathways	Keeps knowledge inside projects	Publish criteria for moves	Internal fill rate
Burnout risk	Workload review and wellbeing support	Sustains delivery capacity	Check impact across carers and disabled staff	Absence, pulse scores and workload data
Weak manager experience	Manager training and accountability	Improves retention climate	Use upward feedback	Team turnover and engagement

5.Talent Insight and Strategic Retention

Talent insight tools become useful for managers to grasp skills, employee needs and employee risk patterns, providing assistance to recruitment and retention. CIPD's links between talent management and attraction, identification, development, engagement, retention, deployment and people analytics also predict increasing use of recruitment technology as the levels of pressure on recruitment and retention increase (CIPD, 2025b; CIPD, 2024). Collings and Mellahi (2009) add a more focused element: Insight needs to provide insight into key positions, establish talent pools, and establish alignment between HR investment and jobs that generate disproportionate project value. Useful data in project-based organisations are skills inventories, engagement data and stay interviews, learning records, mobility data and project allocation

history. They indicate if critical skills are missing amongst a small number of people or if employees are confident of having a future within the organisation.

The risk is that you might claim too much. According to people analytics research, there are a lot of different terms, vendors and value propositions in people analytics research – Marler and Boudreau (2017). As per Marler and Boudreau, only 14 peer reviewed articles of HR Analytics were found in their review and according to people analytics research, terminology, claims, value propositions vary in HR Analytics (Tursunbayeva, Di Lauro and Pagliari, 2018). There are also ethical considerations to consider, as bias, discrimination, privacy, autonomy and lack of transparency can negatively impact trust (Tursunbayeva et al., 2021). A retention-risk model may seem objective and embody inequitable project access, managerial ratings, and/or opportunities for development. The original judgement here is that analytics should trigger inquiry about project capability, not label employees as retention risks.

Governance is equally crucial as the tool. Staff should be aware of the information that is being gathered, the purpose of this information, who can access it and how decisions can be appealed (Tursunbayeva et al., 2021; Morrison, 2023). Managers require training to recognise the signals in their context as this could be a workload issue or poor supervision and access to career opportunities, not necessarily a lack of commitment (Marler and Boudreau, 2017; CIPD, 2026). Further, JD-R theory suggests that interventions to alleviate burnout symptoms should not be a broad engagement campaign, but rather interventions to redesign the job to make it more tolerable, or provide additional support (Bakker and Demerouti, 2017).

There needs to be a balance between quantitative and qualitative knowledge when it comes to strategic retention. Pulse surveys can identify the issues related to climate, but they need employee voice, manager conversations, exit and stay interviews, and psychological safety that enable them to speak truthfully (Morrison, 2023; Edmondson, 1999). For engineers entering the profession, the variety of projects is important, but they are not receiving good mentoring, HR should improve mentor allocation, rotate project exposure and check manager follow-up rather than offer a generic benefit. For example, targeted retention evidence indicates that one intervention is not sufficient – high performers, specialists and early career employees may stay for various reasons (Hausknecht, Rodda and Howard, 2009; Allen, Bryant and Vardaman, 2010). Talent insight for BAE-based organisations should recognise the need to develop fragile project capability, build out learning networks and identify ‘scarce knowledge’, and can prompt development, workload re-design, mobility, or manager action.

Table 5: Talent insight controls

Tool or data source	Strategic use	Retention value	Risk	Ethical safeguard
Skills inventory	Map scarce skills and readiness	Supports succession and deployment	Out-of-date profiles	Employee validation and regular refresh
Engagement or pulse survey	Detect climate issues	Early warning of dissatisfaction	Survey fatigue or silence	Close feedback loops
Stay interview	Understand why key employees remain	Personalised retention action	Manager defensiveness	HR-supported conversation guide
Retention analytics	Spot risk patterns	Targeted interventions	False precision and bias	Human review and bias audit
Learning data	Track development uptake	Supports internal mobility	Measuring activity not transfer	Link to project outcomes
Exit data	Identify recurring causes of leaving	Improves future practice	Late signal only	Analyse with stay data

Conclusion

From the five scenarios, it can be concluded that the HRM is a capability assurance system in project-based organisations. Trust is built in culture, orientation is needed to take entry to contribution, succession to safeguard future capacity, retention to safeguard scarce knowledge, and talent insight tests whether these systems are working (Jiang et al., 2012; Edmondson, 1999; CIPD, 2025b). Structured early-careers investments, as demonstrated at BAE Systems, is important, but so, too, is measuring onboarding, succession, retention and talent insight for inclusion, usefulness and project impact (BAE Systems, 2026a; BAE Systems, 2025). The most practical priority is a short people-risk review at mobilisation, role change and close-out, because those are the points where HRM weakness becomes delivery and cost risk. It takes HRM from a mere policy compliance to a delivery governance, cost control and ethical workforce development (Tursunbayeva et al., 2021; Morrison, 2023; CIPD, 2026).

References

- Allen, D.G., Bryant, P.C. and Vardaman, J.M. (2010) 'Retaining Talent: Replacing Misconceptions With Evidence-Based Strategies', *Academy of Management Perspectives*, 24(2), pp. 48-64. doi:10.5465/AMP.2010.51827775.
- BAE Systems (2025) *Record number of young people in training at UK's largest defence company*. Available at: <https://www.baesystems.com/en-uk/article/record-number-of-young-people-in-training-at-uks-largest-defence-company> (Accessed: 15 May 2026).
- BAE Systems (2026a) *Graduate engineering opportunities in the United Kingdom*. Available at: <https://www.baesystems.com/careers/locations/uk/graduates/engineering.html> (Accessed: 15 May 2026).
- BAE Systems (2026b) *Annual Report 2025*. Available at: <https://www.baesystems.com/annualreport/2025> (Accessed: 15 May 2026).
- Bakker, A.B. and Demerouti, E. (2017) 'Job demands-resources theory: Taking stock and looking forward', *Journal of Occupational Health Psychology*, 22(3), pp. 273-285. doi:10.1037/ocp0000056.
- Cable, D., Gino, F. and Staats, B. (2013) 'Breaking them in or eliciting their best? Reframing socialization around newcomers' authentic self-expression', *Administrative Science Quarterly*, 58(1), pp. 1-36. doi:10.1177/0001839213477098.
- Cappelli, P. and Keller, J.R. (2014) 'Talent Management: Conceptual Approaches and Practical Challenges', *Annual Review of Organizational Psychology and Organizational Behavior*, 1, pp. 305-331. doi:10.1146/annurev-orgpsych-031413-091314.
- CIPD (2024) *Resourcing and talent planning report*. Available at: <https://www.cipd.org/uk/knowledge/reports/resourcing-surveys/> (Accessed: 15 May 2026).
- CIPD (2025a) *Succession planning*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/succession-planning-factsheet/> (Accessed: 15 May 2026).
- CIPD (2025b) *Talent management*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/talent-factsheet/> (Accessed: 15 May 2026).

- CIPD (2026) *Employee turnover and retention*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/turnover-retention-factsheet/> (Accessed: 15 May 2026).
- Collings, D.G. and Mellahi, K. (2009) 'Strategic talent management: A review and research agenda', *Human Resource Management Review*, 19(4), pp. 304-313. doi:10.1016/j.hrmr.2009.04.001.
- Edmondson, A. (1999) 'Psychological Safety and Learning Behavior in Work Teams', *Administrative Science Quarterly*, 44(2), pp. 350-383. doi:10.2307/2666999.
- Great Place to Work UK (2025) *UK's Best Workplaces for Wellbeing*. Available at: <https://www.greatplacetowork.co.uk/uks-best-workplaces-wellbeing> (Accessed: 15 May 2026).
- Great Place to Work UK (2026a) *UK's Best Workplaces 2026: Where Trust Powers Performance*. Available at: <https://www.greatplacetowork.co.uk/resources/uks-best-workplaces-2026-where-trust-powers-performance> (Accessed: 15 May 2026).
- Great Place to Work UK (2026b) *UK's Best Workplaces 2026*. Available at: <https://www.greatplacetowork.co.uk/best-workplaces/2026?size=large> (Accessed: 15 May 2026).
- Hausknecht, J.P., Rodda, J. and Howard, M.J. (2009) 'Targeted Employee Retention: Performance-Based and Job-Related Differences in Reported Reasons for Staying', *Human Resource Management*, 48(2), pp. 269-288. doi:10.1002/hrm.20279.
- Hom, P.W., Lee, T.W., Shaw, J.D. and Hausknecht, J.P. (2017) 'One hundred years of employee turnover theory and research', *Journal of Applied Psychology*, 102(3), pp. 530-545. doi:10.1037/apl0000103.
- Jiang, K., Lepak, D.P., Hu, J. and Baer, J.C. (2012) 'How Does Human Resource Management Influence Organizational Outcomes? A Meta-analytic Investigation of Mediating Mechanisms', *Academy of Management Journal*, 55(6), pp. 1264-1294. doi:10.5465/amj.2011.0088.
- Klein, H.J., Polin, B. and Sutton, K.L. (2015) 'Specific Onboarding Practices for the Socialization of New Employees', *International Journal of Selection and Assessment*, 23(3), pp. 263-283. doi:10.1111/ijsa.12113.

- Marler, J.H. and Boudreau, J.W. (2017) 'An evidence-based review of HR Analytics', *The International Journal of Human Resource Management*, 28(1), pp. 3-26. doi:10.1080/09585192.2016.1244699.
- Morrison, E.W. (2023) 'Employee Voice and Silence: Taking Stock a Decade Later', *Annual Review of Organizational Psychology and Organizational Behavior*, 10, pp. 79-107. doi:10.1146/annurev-orgpsych-120920-054654.
- Nishii, L.H. (2013) 'The Benefits of Climate for Inclusion for Gender-Diverse Groups', *Academy of Management Journal*, 56(6), pp. 1754-1774. doi:10.5465/amj.2009.0823.
- Tursunbayeva, A., Di Lauro, S. and Pagliari, C. (2018) 'People analytics-A scoping review of conceptual boundaries and value propositions', *International Journal of Information Management*, 43, pp. 224-247. doi:10.1016/j.ijinfomgt.2018.08.002.
- Tursunbayeva, A., Pagliari, C., Di Lauro, S. and Antonelli, G. (2021) 'The ethics of people analytics: risks, opportunities and recommendations', *Personnel Review*, 51(3), pp. 900-921. doi:10.1108/PR-12-2019-0680.

Appendix

Appendix A: Project Manager HRM Action Checklist

Table 6: Project Manager HRM Action Checklist

Project stage	HRM risk to check	Project-manager action	Evidence to collect	Measurable project outcome	Link to report section
Project start-up	New team members lack role clarity	Hold a role-readiness conversation and confirm escalation routes	Role checklist, induction notes, first-month questions	Reduced ramp-up time	Scenario 2
Mobilisation	Key skills are concentrated in one person	Identify single points of expertise and assign deputy cover	Skills map, deputy list, handover notes	Lower continuity risk	Scenario 3
Delivery	Workload pressure damages wellbeing	Review job demands against resources such as autonomy, support and recovery time	Workload review, pulse survey, absence trend	Fewer avoidable delays and absences	Scenario 4
Change points	Internal mobility or exits disrupt knowledge	Use structured handovers and capture lessons learned	Handover record, lessons log, knowledge owner	Faster knowledge transfer	Scenarios 3 and 4

Close-out	Employee voice is lost after delivery	Run a short retention and learning review	Stay interview themes, team feedback, improvement actions	Higher repeat-team retention	Scenario 5
-----------	---------------------------------------	---	---	------------------------------	------------

Appendix B: 30/60/90-Day Orientation Review Tool

Table 7: 30/60/90-Day Orientation Review Tool

Timing	Review question	Responsible person	Evidence of success	Follow-up action
Day 30	Does the employee understand the project purpose, role expectations and reporting lines?	Line manager	Role clarity score, questions logged	Clarify responsibilities or adjust induction plan
Day 30	Has the employee met key project contacts and support roles?	Buddy or mentor	Stakeholder map completed	Introduce missing contacts
Day 60	Can the employee contribute safely to project tasks with suitable supervision?	Project manager	Task feedback, quality checks	Increase coaching or adjust task complexity

Day 60	Are any wellbeing, workload or inclusion concerns emerging?	Line manager and HR	Pulse feedback, workload discussion	Escalate support or redesign workload
Day 90	Is the employee ready for greater responsibility or development planning?	Line manager	Performance feedback, learning record	Agree development milestone

Appendix C: People Analytics Governance Checklist

Table 8: People Analytics Governance Checklist

Governance control	Purpose	Practical question	Risk reduced
Data minimisation	Prevent unnecessary employee monitoring	Is this data needed for a clear HRM decision?	Privacy and trust loss
Transparency	Make analytics explainable to employees	Do employees know what is collected and why?	Suspicion and low survey honesty
Bias review	Check unfair patterns in decisions	Do outcomes differ by gender, ethnicity, disability, age or career stage?	Discrimination and exclusion
Human review	Avoid automated judgement	Can a manager or HR professional challenge the output?	False precision

Employee voice loop	Ensure data leads to action	Has feedback been reported back with visible changes?	Survey fatigue and silence
------------------------	--------------------------------	---	-------------------------------