



Body of Knowledge (BoK) and Competency Framework

Your Guiding HR Capabilities Framework



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This Body of Knowledge which consists of Behavioural and Functional competences with clusters, core competences and allied competences will support the HR professionals in determining their proficiency levels thereby enabling them to find their path in delivering results in their organisations.

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To you all volunteers and friends of the Institute, we are indeed grateful for your selfless service to the Institute. Thank you and God bless you all.

Olusegun Mojeed, FCIPM

President & Chairman of the Governing Council

Foreword

The Chartered Institute of Personnel Management of Nigeria (CIPM) by the Official Gazette of the Federal Republic of Nigeria on November 23, 1992 was saddled with the responsibility of “determining what standard of knowledge and skill are to be attained by persons seeking to become registered as personnel management practitioners and raising those standards from time to time as circumstances may permit.”

It is important to state that the Institute has run with this mandate to serve people management practitioners across industries. The CIPM has thus become the melting pot for professional insights on the practice of human resource management (HR) in Nigeria, and with a rising influence globally.

In her bid to provide a guiding framework for the successful practice of HR, CIPM through its Professional Standards and Development directorate commenced a fellowship programme in 2019 with a core objective of identifying, developing and classifying the competencies required for success in the practice of HR in Nigeria. Today, that effort has led to the publication of the CIPM Body of Knowledge and Competency Framework (BoK).

The BoK rests on two broad pillars of behavioural and functional competencies. These competencies have been organised into 6 clusters, 3 under each pillar, and further distilled into 88 allied competencies that serve as the basis upon which practitioners can get their proficiency levels assessed and rated.

The BoK was developed through a series of academic and practitioner-based research. The process attracted inputs and perspectives from seasoned HR professionals but in academia and practice. The process of documenting this guiding framework also took a path of benchmarking against similar frameworks from global HR professional bodies such as the Society for Human Resource Management (SHRM), Chartered Institute of Personnel Development (CIPD), and Human Resource Practitioners Association – Canada (HRPA-CA) amongst others. The BoK also considered insights from Human Resource Certification Institute (HRCI) in validating the ideas of this framework.

While the BoK serves as a guideline for practitioners, it has also been embedded in the CIPM curriculum to ensure that our students are exposed to contemporary issues in HR. The final award of a certificate to successful candidates in our examinations provides comfort to employers that the holders of the CIPM Professional Certificate in Human Resource Management have acquired the necessary competencies to deliver value to their businesses as HR practitioners.

Foreword

The CIPM BoK also serves as the guide to determining the admittance of members into the several membership grades of the institute.

HR Professionals and their Departments can use this framework to achieve several purposes in their respective organisations in areas that include but not limited to: recruitment and selection, learning and development, and performance management of HR Professionals amongst others.

This guiding framework will be accompanied by user guides to support the integration into existing HR frameworks as may be found in different organisations.

The institute believes this will serve as a game changer for the members who practice in Nigeria as well as those who will leverage on its quality to influence their practice globally.

Oluwatoyin Naiwo, FCIPM

Registrar/Chief Executive

CIPM Profile

The Chartered Institute of Personnel Management of Nigeria (CIPM) is Nigeria's apex regulatory HR body empowered by legislation (Act 58 of 1992) to determine the standards of knowledge and skills to be attained by persons seeking to become registered as HR professionals/practitioners, raising those standards from time to time, and through our efforts, enabling effective and impactful people management and organisational development in the associated areas. Another key element of the Institute's mandate is the regulation of the practice of human resource management in Nigeria in all its aspects and ramifications.

OUR MANDATE

The Institute is a corporate body charged with the general duties of:

- Determining what standard of knowledge and skills are to be attained by persons seeking to become registered as Personnel Managers/HR Practitioners and raising these standards from time to time as circumstances may permit.
- Securing in accordance with the provisions of the Act, the establishment and maintenance of a register of members and publication from time to time, the list of those persons.
- Regulating and controlling the profession in all aspects and ramifications; performing through the Council under the Act, the functions conferred on it by the Act.
- Developing and maintaining high standards of professional competence and ensure that the management of Human Resources in Nigeria, both in the public and private sectors, conforms to the best professional standards.
- Conducting research into and publishing materials relating to the discipline of Human Resource Management.

THE CIPM PROMISE

- Harnessing key drivers for business and organisational capability
- Excellent networking opportunities
- Crafting and advocating "Glocal" HR best practice
- Driving professional development and growth
- Providing resources and practical solutions to HR challenges

Vision, Mission and Core Values









Vision

To be the Institute of Choice for People Management.

Mission

To promote Excellence in People Management through Value Creation, Optimisation of Human Potential, Standardisation and Regulation of Human Resource Management.

Core Values

-  Service
-  Creativity
-  Respect
-  Integrity
-  Professionalism
-  Teamwork

Code of Conduct

The Chartered Institute of Personnel Management of Nigeria as the apex regulatory body for Human Resource Management practice in Nigeria is committed to the highest possible standards of professional conduct and competency among its members.

Therefore, as a Member of the Institute, I..... pledge that I shall at all times:

- Carry out my duties and responsibilities with integrity and diligence;
- Demonstrate competence and ethical behaviour in all my business, professional and personal activities;
- Respect the laws of the land;
- Promote, encourage and emplace acceptable processes and procedures in the practice of Human Resource Management within my sphere of influence;
- Endeavour to make personal decisions after considering all options, of which resignation may be one, in defence of this code of conduct, where there are conflicts between my professional obligations and the expectations of my job roles.

Understanding the CIPM BoK and Competency Framework

The CIPM BoK was developed with the understanding that competencies are elements of capabilities that reflect what a professional possesses in terms of attributes, skills, knowledge, and experiences. These competencies are often interrelated in that they work together to enable the HR professional deliver value on the job.

This competency framework serves as a guide for HR professionals to have a common basis to ascertain the valued indicators for their performance. It helps HR departments transmit the competencies that are recognised as important to delivering an effective HR practice.

PROFICIENCY LEVELS

The competencies in this framework are been assessed based on the proficiency levels of the HR practitioner. The essence of this classification is to determine the advancement of knowledge, skill, and experience that a professional has demonstrated on a particular competence in the course of their career. The proficiency levels in this framework are descriptions of what practitioners can do at various degrees on a specific competence.

BEHAVIOURAL COMPETENCIES

These are competencies that describe the expected conduct and dispositions of the HR professional. They are largely general and can be adopted by non-HR professionals. In this BoK, we have identified competencies that are full expressions of the tenets and values of the institute.

FUNCTIONAL COMPETENCIES

Functional competencies are technical competencies that reflect the specific expectations of a given profession required of a practitioner to perform. In this BoK, they are the set of competencies that distinguishes a HR professional from any other related function.

The BoK Graphic Framework



Structure of the BoK

Classification	Behavioural	Functional	Total
Clusters	3	3	6
Core Competencies	8	14	22
Allied Competencies	35	47	82

The BoK has been structured in a manner that will allow HR Professionals assess their competencies quite easily.

There are two broad classifications, Behavioural Competencies and Functional Competencies. Each broad classification has 3 clusters each. The clusters are a collection of similar core competencies. Each core competence represents the focal point for the HR practitioner while the allied competencies are enablers and detailed expressions of the core competence.

Behavioural Competencies

The eight behavioural competencies define the acceptable conduct of the HR professionals towards others. They represent the way a HR professional should conduct himself/herself in response to situations, events, circumstances, people, and opportunities.

The competencies have been organised into three clusters:

- Leadership
- Social Intelligence
- Business Management

The behavioural competencies represent the be-ing of the HR practitioner. They are the attributes the HR Professional must exhibit while discharging her technical roles in the business.

In this BoK, the competencies have been presented thus:

- Description of the core competence
- Identification and description of allied competencies
- Expression of each allied competence in four proficiency levels.

Structure of the BoK

Functional Competencies

The fourteen functional competencies define the focal points for HR practice. They represent functions and expertise areas that every HR professional leverages on to add value to the business.

The competencies have been organised into three clusters:

- Workforce Management
- Organisational Planning and Development
- Business Operating Environment

The functional competencies represent the do-ing of the HR practitioner. They are the principles and practices that guide the HR Professional in supporting business success.

In this BoK, the competencies have been presented thus:

- Description of the core competence
- Identification and description of allied competencies
- Expression of each allied competence in four proficiency levels.

Description of the Levels of Proficiency

Fundamental

- At this level, the HR Professional can demonstrate a rudimentary understanding of the competence and is responsible to supervisors for delivery of tasks.
- The focus is on **capacity development through practice**.
- Has the ability to use resources to get work done
- Nature of role is administrative

Intermediate

- At this level, the HR Professional is expected to show more experience and be accountable for departmental based outcomes.
- The focus is on **applying the knowledge of the competence** with little supervision.
- Has the ability to discuss the impact of the competence on organisational performance.
- Nature of role is operational

Advanced

- At this level, the HR Professional can express this competence independently and will be accountable to management.
- The focus is on **demonstrating influence within the organisation**.
- Has the ability to help other professionals improve
- Nature of role is managerial and leadership

Mastery

- At this level, the HR Professional is capable of providing direction beyond the organisation and is accountable to the board on organisation's wide tasks.
- The focus is on being **strategic** while advancing the practice.
- Has the ability to influence industry perspectives based on an understanding of the competence.
- Nature of role is transformational/change leadership



HUMAN RESOURCE PRACTITIONERS' LICENCE REGISTER



HUMAN RESOURCE PRACTITIONERS' LICENCE (HRPL) REGISTER

HRP Licence holders and the general public can now validate/verify the status of a distinct HR practitioner through the **HRPL REGISTER** on the CIPM website (www.cipmnigeria.org). **ARE YOU LICENCED?**

WHAT IS HRPL?

The **Human Resource Practitioner Licence (HRPL)** is an instrument through which the Chartered Institute of Personnel Management of Nigeria (CIPM) confers on deserving HR professionals found worthy in knowledge and practice, the authority to practise the trade within a defined validity period according to the established codes and competence.

WHY HRPL?

- To set holders apart as **active practitioners**, knowledgeable in **current principles and core practices of HR Management**
- To ensure continuous professional development and currency
- To serve as a control instrument
- Add validity and credibility to the HR Department
- Provides a measure of accountability

ELIGIBILITY

You must be a CIPM financially active member on a minimum grade of Associate

HOW TO GET YOUR LICENCE

Follow these steps:

Visit www.cipmnigeria.org → login (Username/Membership No = 1600XXX; Password = password)→ HRPL Menu→ Request Licence→ Edit Details→ Request Licence→ View Licence→ Claim Licence→ Print/Save Licence.

LICENCE VALIDITY

The licence has a validity of three (3) years after which holders will be required to revalidate/renew.

HOW DO I RENEW MY LICENCE?

There are two (2) options for renewal of Licence; holder determines which of the two revalidation options is more suitable;

- Competency Assessment Test
- HR Work Activities

HOW TO USE THE HR ACTIVITY LOG

From your homepage → HRPL Menu→ Renew/Revalidate Licence→ HR Activities Route→ Activity Type/Comment (e.g. participation in CIPM ANC)→ Upload Document e.g. Conference Certificate→ Save Activity→ Submit Activity (for admin review).

You should receive an email alert within 24hours confirming the HR activity credit points earned and the outstanding balance for revalidation.

TO RECEIVE YOUR SUBSCRIPTION NOTICE OR FURTHER DETAILS ON CIPM MEMBERSHIP, KINDLY CALL THE MEMBERSHIP HELPLINES: 07012318336, 08023385269, 09098109045. YOU CAN ALSO SEND US AN EMAIL ON: membership@cipmnigeria.org

For the Human Resource Practitioners' Licence, please call **Samuel Eviewho** on **07065580294, 07064760981; hrpllicence@cipmnigeria.org** or visit www.cipmnigeria.org

HRPL Portal is NOW accessible, get your licence to practice.

“YOUR LICENCE; YOUR ONLY DISTINCTION AS AN ACCREDITED PRACTISING HR PROFESSIONAL”

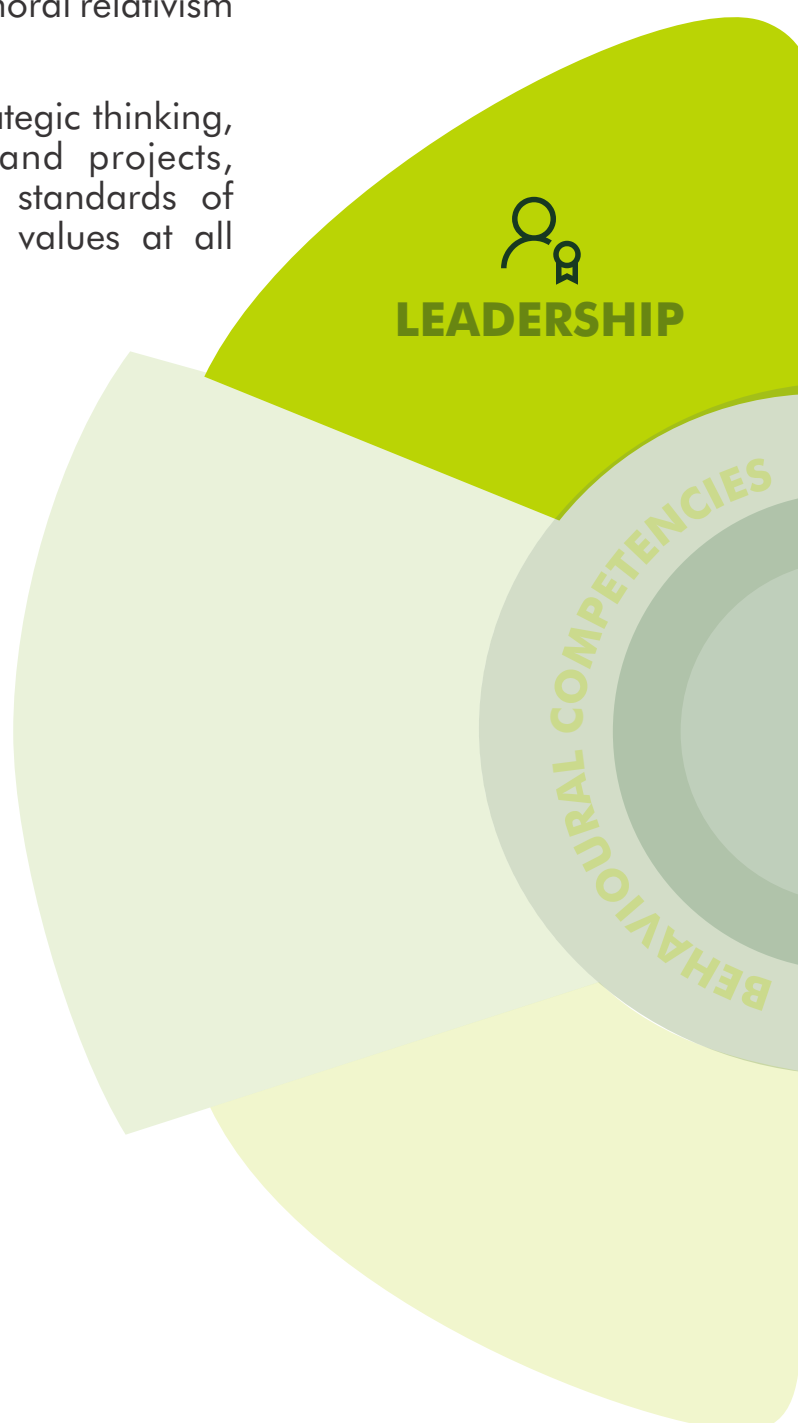
BEHAVIOURAL COMPETENCIES

Leadership

HR Professionals across all levels of engagement should demonstrate a knack for strategic thinking.

The two behavioural competencies in this cluster are Leading People and Ethical Practice. They typify the way and manner in which HR Professionals are expected to initiate action and make decisions from a strategic standpoint based on values that consider moral relativism or situational ethics.

The major elements in this cluster are strategic thinking, decision making, influencing people and projects, ensuring compliance, maintaining high standards of accountability, and upholding corporate values at all times.



Leadership

- **Leading People**
- Ethical Practice

Leading People

This is the competency that enable the HR practitioner to influence the strategic direction of an organisation. It is the a skill that is hinged on the credibility and agility required to ensure the alignment of HR activities with organisational policies.

Leading people is what makes the HR professional participate in key decision making and execution of organisational goals. These abilities position the HR professional as a strategic business partner that achieves his objectives while contributing to overall business objectives.

Allied Competencies and their Descriptions

- Visioning
- Delegation
- Courage
- Influence
- Role Modeling
- Strategic Insight

■ **Visioning**

This entails participating in conceiving, conceptualising and projecting the future of an organisation through innovative approaches. The competence levels of visioning are;

□ **Fundamental**

The HR practitioner supports innovative approach to visioning processes and understands the essence of the vision of the organisation.

□ **Intermediate**

The practitioner contributes contents to develop the vision of an organisation and transmits the vision to other people in order to influence their behaviour and performance.

□ **Advanced**

He directs visioning processes and inspires other people to understand the broad meaning of corporate pursuits as well as their interdependencies.

□ **Mastery**

The practitioner steers the actualisation of the vision of an organisation to shape sectoral and industry pursuits by providing strategic direction.

Leadership

- **Leading People**
- Ethical Practice

■ Delegation

This competence entails assessing and harnessing the strength of the workforce and knowing how to leverage on people to achieve results. The levels are;

- **Fundamental**
The HR practitioner knows the value of team work and supports others to achieve results.
- **Intermediate**
He establishes teams and direct work through people.
- **Advanced**
He drives team performance using different approaches that maximises individual and collective potentials of the workforce.
- **Mastery**
He develops practice theory and models that influence how teams perceive, structure and assign work to maximise individual and collective strength.

■ Courage

This competence entails demonstrating self-confidence and bravery to confront challenges in the workplace. The levels are;

- **Fundamental**
The HR practitioner is able to initiate and contribute to ongoing conversations in the workplace and he is able to address challenges when call upon.
- **Intermediate**
He leads conversations to tackle challenges in the workplace and facilitates the engagement of others in a team.
- **Advanced**
He handles difficult conversations and brokers understanding in the face of obvious errors by engaging parties.
- **Mastery**
He navigates through interrelated challenges that cut across industries.

Leadership

- **Leading People**
- **Ethical Practice**

■ Influence

This competence ensures positive change and results in the organisation through an approach that is void of coercion and conflict. The levels are;

□ **Fundamental**

The HR practitioner is able to recognise the impact of different styles of influence and the possible outcomes of engaging them.

□ **Intermediate**

He anticipates and adopts motivations to induce change and results through people.

□ **Advanced**

He engages diverse approaches to secure the commitment of the workforce, stakeholders and the relevant external forces to change and results in an organisation.

□ **Mastery**

He initiates and direct actions to execute changes and achieve results across organisations in an industry.

■ Role Modeling

This competence entails demonstrating behaviours that champion acceptable conduct in an organisation. The levels are;

□ **Fundamental**

The HR practitioner is able to identify acceptable conducts as well as know why such must be replicated.

□ **Intermediate**

he makes responsible choices about work that are hinged on a consistent demonstration of professionalism.

□ **Advanced**

He advocates for the values of an organisation at all times.

□ **Mastery**

He develops a recognisable reputation as the go-to person in the industry.

Leadership

- **Leading People**
- **Ethical Practice**

■ **Strategic Insight**

This competence entails the possession of the know-how to carefully craft plans and align with organisational pathways to achieve meaningful results within and beyond the organisation. The levels are;

□ **Fundamental**

The HR practitioner knows what an organisation's goals are as well as their intersection with the HR plan of action.

□ **Intermediate**

He is able to develop a plan that aligns with overall corporate plan to enable employees' connectedness and support.

□ **Advanced**

He is able to develop corporate level strategy that shapes specific approaches to business models.

□ **Mastery**

He can participate in the design and implementation of approaches to professional practice across geographical regions.

Leadership

- Leading People
- **Ethical Practice**

Ethical Practice

this is the competency that shows that an HR professional is consistently demonstrating respect for a principle-centred approach to decision making and professional engagement to promote a culture of responsibility and accountability.

He is required to ensure that professionalism is hinged on personal integrity. The expectation is that the HR professional will be at the helm of promoting a value-driven organisation that gives accountability pride of place.

Allied Competencies and their Descriptions

- Professional Standards
- Equity
- Credibility
- Accountability
- Integrity

■ Professional Standards

this sub-competence involves demonstrating the acceptable conducts expected of every employee in an organisation and in the profession. The levels are;

- **Fundamental**
The HR practitioner should show readiness to behave wisely and consistent with stipulated guidelines of conduct.
- **Intermediate**
He should be able to identify practices that are inconsistent with the standards of an organisation.
- **Advanced**
He should be able to resolve conflicting issues.
- **Mastery**
He is capable of instituting best practice across the industry.

Leadership

- Leading People
- **Ethical Practice**

■ Equity

This sub-competence involves demonstrating behaviours and actions that are impartial towards employer, employees, and other stakeholders in all situations at work. The levels are;

- **Fundamental**
The HR practitioner should demonstrate fairness in handling issues in the workplace.
- **Intermediate**
The practitioner should display professionalism in both words and actions.
- **Advanced**
He should be an epitome of fairness and possess the ability to resolve conflicts in the workplace.
- **Mastery**
He should have a demonstrable proof of promoting equity in all aspects of the profession.

■ Credibility

This sub-competence involves possessing traits that earn trust and assure people of integrity in corporate actions. The levels are;

- **Fundamental**
The HR practitioner should be dependable and reliable in all workplace activities.
- **Intermediate**
He should be an advocate of trustworthiness in the organisation.
- **Advanced**
He should take charge of resolving conflicts.
- **Mastery**
He should have a reputation for being reliable when duty calls.

Leadership

- Leading People
- **Ethical Practice**

■ Accountability

This sub-competence involves acting responsibly at all times and showing the capacity to take ownership of relevant job-related actions. The levels are;

□ Fundamental

The HR practitioner should be ready to behave responsibly at work and towards others in the workplace.

□ Intermediate

He should be able to assess the effects of workplace performance on business outcomes.

□ Advanced

He should be able to steer organisation leaders towards considering the implication of their actions, decisions and conducts in the workplace.

□ Mastery

He should have the capacity to ensure that the industry upholds standards without nepotism.

■ Integrity

This sub-competence involves a strict adherence to the moral and ethical principles that guide the conduct of people in the workplace. the levels are;

□ Fundamental

The HR practitioner should be truthful in executing workplace responsibilities.

□ Intermediate

The practitioner should adopt an unbiased approach in handling workplace pressure.

□ Advanced

He should influence systems and policies that entrench global best practices that is void of nepotism.

□ Mastery

He should uphold the honour of the HR professions in the mindset of other professions.

MEMBERSHIP ADMISSION ROUTES



MEMBERSHIP BY EXAMINATION ROUTE

Summary of Requirements

- SSCE with credit in five subjects including English and Mathematics
- Bachelor's degree/HND or its equivalent
- Less than seven (7) years post-graduation experience.

Applicants shall be inducted as **Associate Members (ACIPM)** of the Institute upon completion of all the required examination stages.

MEMBERSHIP THROUGH PRACTITIONERS' ROUTE

Summary of Requirements

- Bachelor's degree/HND or its equivalent
- Seven (7) years post-graduation experience
- Five (5) years Human Resource/Administrative experience at any advisory/management level in a structured and recognised organisation
- Supervisory/Managerial position or its equivalent in the private sector or Grade level 10 in the public sector
- Five (5) relevant HRM trainings or other related Management training programmes attendee within the last seven (7) years.

Applicants shall be inducted as **Associate Members (ACIPM)** of the Institute upon attendance of a 2-day mandatory programme.

MEMBERSHIP THROUGH EXECUTIVE ROUTE

Summary of Requirements

- Bachelor's degree/HND or its equivalent
- Twelve (12) years post-graduation experience in Human Resource/Administrative practice
- Five (5) years at a Senior Management/Executive level & in a cross-functional management role in a structured/recognized organisation
- Functional Lead, Senior Specialist, Senior HR Consultant position or its equivalent in the private sector or Grade Level 15 in the public sector
- Record and evidence of successful completion of strategic projects in the management/development of Human Resource
- Five (5) relevant HRM trainings or other related Management training programmes attended within the last five years with at least (3) in core HR subjects.

Applicants shall be inducted as **Full Members (MCIPM)** of the Institute upon attendance of a 1-day mandatory programme.

CORPORATE MEMBERSHIP

Summary of Requirements

- Company's Profile/Management Structure
- Company's Certificate of Incorporation
- Current Annual Report & Financial Statement (if applicable)
- Reference from a Professional Member of the Institute (Full Member or Fellow)
- Company's Registered Office Address (including e-mail).

MEMBERSHIP BENEFITS

Individuals

- Higher earning potentials & career prospects
- Access to HR tools and resources
- Excellent Networking Opportunities
- Join the exclusive league of licenced HR professionals
- Continuous learning programmes for professional growth and development
- Member discount on fees for programmes/events.

Corporate Organisations

- Free copies of CIPM Quarterly Journals and Publications detailing key HR research outcomes on strategic HR processes and focus areas
- Provision of free HR Advisory services on various areas of the HR value chain
- Free advisory services on policy design and guidance on compliance with government legislations, regulations and policy statements on Human Resource practice
- Ready access to CIPM subject matter experts on issues relating to IR and the Labour Law
- Discount on fees for programmes/events.

HOW TO APPLY

All applications can be done online. Please visit www.cipmnigeria.org to get started.

For further enquiries, please call any of our Membership Helplines 0802 338 5269, 0909 810 9045, 0909 462 5615 or email membership@cipmnigeria.org.

Social Intelligence

The level of human interaction in organisations requires that HR professionals form and sustain interpersonal engagements with all the diverse levels of internal and external stakeholders.

The three behavioural competencies in this core value cluster are Valuing People and Relationships, Communication, and Global Mindset. They describe the professional practices that should define how an HR professional manages the interrelated and interconnected relationships that are important for corporate success.

Concepts within the social intelligence core value include: relationship building, networking, collaborations, global consciousness, diversity, and trust.



The diagram features a large green fan shape on the right side of the page. Inside this fan, the text 'SOCIAL INTELLIGENCE' is written in bold, uppercase letters. Above this text is a stylized icon consisting of three circles of varying sizes arranged in a triangular pattern. To the right of the fan, a dark green circular band contains the text 'BEHAVIOURAL COMPETENCIES' in white, uppercase letters, following the curve of the band.

**SOCIAL
INTELLIGENCE**

Social Intelligence

- **Valuing People and Relationships**
 - Communication
 - Global Mindset

Valuing People and Relationships

This competence is required for building and maintaining professional relationships (within and outside the organisation) that contribute to corporate success. It demands that the HR professional be supportive to people that play different roles in actualising corporate vision.

Allied Competencies and their Descriptions

- Group Formation
- Networking
- Collaboration
- Mediation
- Emotional Intelligence

■ Group Formation

This sub-competence involves building and leveraging blocks of relationships that are required to support corporate pursuits within and outside the organisation. The levels are;

- **Fundamental**
Here, the HR practitioner knows the value of working together with other people to achieve a share goal.
- **Intermediate**
He is able to form alliances within and outside the organisation to achieve corporate objectives.
- **Advanced**
The HR practitioner is recognised as the mastermind of alliances that promotes innovation.
- **Mastery**
The practitioner is able to develop theoretical frameworks for team work.

Social Intelligence

- **Valuing People and Relationships**

- Communication
- Global Mindset

■ Networking

This sub-competence identifies and leverages vital points of information exchange that can aid the realisation of both HR and Corporate Objectives within and outside an organisation. The levels are;

□ **Fundamental**

The HR practitioner should be capable of spotting people that can add value to corporate initiatives.

□ **Intermediate**

He should be able to connect people and resources to deliver value for one another.

□ **Advanced**

he should be able to create and coordinate platforms that maximise multiple competencies in diverse contexts.

□ **Mastery**

He should have the capacity to recognise and ensure meaningful connections within the industry.

■ Collaboration

This sub-competence engages and coordinates people to form teams to deliver results for the organisation.

□ **Fundamental**

The HR practitioner should be able to support the proper functioning of a team.

□ **Intermediate**

He should show readiness to lead a team to achieve strategic initiatives for an organisation.

□ **Advanced**

He should be able to influence the emergence of a culture that promotes teamwork within and outside the organisation.

□ **Mastery**

He should be capable of designing frameworks that bring people together to work towards producing a service that has industrywide impact.

Social Intelligence

- **Valuing People and Relationships**

- Communication
- Global Mindset

■ Mediation

This sub-competence involves intervening in issues of conflict to resolve them amicably. The levels are;

□ Fundamental

The HR practitioner should have the ability to know when and why a conflict has occurred.

□ Intermediate

He should be able to facilitate conversations that resolves conflicts and promotes workplace harmony.

□ Advanced

He should be able to resolve difficult and escalated issues in the organisation while ensuring the development of productive resolution strategies that enhances workplace harmony.

□ Mastery

He should be able to decipher new models and approaches to attain harmonious working relationships.

■ Emotional Intelligence

This sub-competence entails the ability to direct one's emotions in a beneficial manner to self and other organisational stakeholders.

□ Fundamental

The HR practitioner should understand and be aware of individual/personal emotions and its effect on work.

□ Intermediate

He should be able to monitor and manage his emotions in the face of varied situations that may impact on work.

□ Advanced

He should be able to understand other people's emotions and how it affects work dynamics in an organisation.

□ Mastery

The practitioner should be able to create coaching, mentoring, and conflict resolution programmes to manage workplace relationships.

Social Intelligence

- Valuing People and Relationships
- **Communication**
- Global Mindset

Communication

This competence demands that the HR professional creates effective communication channels for internal and external engagements. It demands that the HR professional effectively articulates issues that can have impact on the workforce.

Allied Competencies and their Descriptions

- Messaging
- Channeling
- Stakeholder Engagement
- Feedback Management
- Listening

■ **Messaging**

This sub-competence ensures the delivery of clear, consistent, compelling, timely and useful internal and external organisational information. The levels are;

□ **Fundamental**

The HR practitioner should have the ability to create relevant and unambiguous information for relevant audiences connected to the organisation.

□ **Intermediate**

He should demonstrate mastery of the appropriate language required for diverse kinds of engagements.

□ **Advanced**

He should have the ability to manage difficult conversations by engaging techniques that are sensitive and respectful.

□ **Mastery**

He should possess the capacity to establish the framework upon which professional conversations are built.

Social Intelligence

- Valuing People and Relationships
- **Communication**
- Global Mindset

■ Channeling

This sub-competence entails utilizing diverse mix of conventional and contemporary channels to deliver information within and beyond the organisation. The levels are;

□ **Fundamental**

The HR practitioner should be able to identify effective channels of communication.

□ **Intermediate**

He should demonstrate mastery of the appropriate language required for diverse kinds of engagements.

□ **Advanced**

He should be able to identify effective channels of communication to ensure timely and accurate information dissemination.

□ **Mastery**

The practitioner should be able to modify and/or design new models for transmitting messages within the workplace.

■ Stakeholder Engagement

This sub-competence entails nurturing relationships and leveraging unique roles of stakeholders to drive organisational pursuits. The levels are;

□ **Fundamental**

The HR practitioner should be able to know the role of various stakeholders in an organisation.

□ **Intermediate**

He should be able to engage in collaborative activities with the stakeholders of the organization.

□ **Advanced**

He should advocate for Influences a communication strategy that nurtures stakeholder relationships within and beyond the organisation.

□ **Mastery**

He should be able to guide the direction of stakeholders' relationship with an organisation.

Social Intelligence

- Valuing People and Relationships
- **Communication**
- Global Mindset

■ Feedback Management

This sub-competence focuses on analyzing information from diverse sources to improve decision making in an organisation. The levels are;

□ **Fundamental**

The HR practitioner is able to analytically listen to feedbacks.

□ **Intermediate**

He should tolerate differing opinions and objectively express his own views on programmes and policies.

□ **Advanced**

He should be responsible and capable of designing approaches to elicit and manage feedback from the organisation.

□ **Mastery**

The practitioner should be able to analyse feedbacks to aid good decision-making

■ Listening

The sub-competence focuses on attentively receive and decipher meaning in a communication process. The levels are;

□ **Fundamental**

The HR practitioner should have the ability to pay attention to and effectively interpret what other people are saying.

□ **Intermediate**

He should be analytical in processing any information received.

□ **Advanced**

He should be responsible for accurately interpreting any information passed during interactions.

□ **Mastery**

The practitioner should be capable of determining the value of received and interpreted information to the goal of the organisation and beyond.

Social Intelligence

- Valuing People and Relationships
- Communication
- **Global Mindset**

Global Mindset

This is a competence that focuses on acknowledging and aligning with best practices across the world. It is the recognition of and collaboration with global standards of practice to improve organisational performance.

The HR professional needs to possess competencies that permit the integration of diverse experiences to create a uniquely inclusive work environment.

It is the competence that promotes diversity and shuns discrimination.

Allied Competencies and their Descriptions

- Openness
- Awareness
- Alignment

■ Openness

This sub-competence ensures accessibility to useful and timely information in the workplace. The levels are;

□ **Fundamental**

The HR practitioner should have the ability to demonstrate respect and thoughtfulness for diverse views in the workplace.

□ **Intermediate**

He should have the ability to understand the diversities in the workplace and advocate their inclusions.

□ **Advanced**

He should be able to promote a culture that forbears the expression of divergent opinions in the workplace while ensuring the unity and harmony of the workforce.

□ **Mastery**

He should have the ability to create and review strategies and ensure that global best practices become a norm in the organisation.

Social Intelligence

- Valuing People and Relationships
- Communication
- **Global Mindset**

■ Awareness

This sub-competence helps the HR practitioner to demonstrate an understanding of the importance of diverse cultures within the workplace. The levels are;

□ **Fundamental**

The HR practitioner should be conscious of employee diversity in the workplace.

□ **Intermediate**

He should have the ability to ensure that the organisation recognises the need for diversity in the organisation.

□ **Advanced**

He should be able to encourage intra-organisational acceptance of diversity in the workplace through policies.

□ **Mastery**

He should possess the capacity to awaken the consciousness of workplace diversity by developing initiatives through professional alliances.

■ Alignment

This sub-competence advocates and supports a culture that promotes diversity and inclusion in the workplace. The levels are;

□ **Fundamental**

The HR practitioner should have the capacity to encourage the integration of diverse cultures in the workplace.

□ **Intermediate**

He should have the capacity to ensure that existing policies of the organisation supports diversity and inclusion.

□ **Advanced**

He should have the capacity to develop best practices that will make the most of workplace diversity in actualising business objectives.

□ **Mastery**

The practitioner should be able to provide a framework for organisational support for diversity.



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Business Management

HR professionals need to keep up with the commercial activities within an organisation. An understanding of the operating business environment enables the HR professional to make valid contributions to the organisation's growth.

The three behavioural competencies in this cluster are Business Acumen, Continuous Improvement, and Analytical Perspective. These competencies explain the perspective from which the HR professional should function especially when the goal is to contribute to organisational growth.

The competencies under business management are hinged on practices such as: business intelligence, data management and analytics, value addition, professional development, learning effectiveness, and performance measurement amongst others.



**BUSINESS
MANAGEMENT**

Business Management

- **Business Acumen**
- Continuous Improvement
- Analytical Perspective

Business Acumen

This competence ensures an unrelenting drive to create and deliver business success to the organisation. It requires that the HR professional creates initiatives that shows good understanding of business operations.

The HR professional needs to be one that can be resourceful in business situations.

Allied Competencies and their Descriptions

- Business Intelligence
- Business Partnering
- Value Orientation
- Market Awareness

■ Business Intelligence

This sub-competence ensures that the HR practitioner is able to collate market data viable business projections. The levels are;

□ **Fundamental**

the practitioner should have the capacity to access new information that can contribute to the commercial relevance of HR activities.

□ **Intermediate**

He should be able to deploy technology in understanding the relationship between people related matters and the commercial operations of the organisation.

□ **Advanced**

The practitioner should ensure the engagement and deployment of relevant business intelligence tools in the workplace.

□ **Mastery**

He should drive the development of relevant tools required for business savviness within the organisation.

Business Management

- **Business Acumen**
- Continuous Improvement
- Analytical Perspective

■ Business Partnering

This sub-competence helps the HR to demonstrate measurable values to the organisation as he designs initiatives that support corporate goals and objectives. The levels are;

□ **Fundamental**

The HR practitioner is able to know the point of connection between HR activities and core organisational pursuits.

□ **Intermediate**

He has the capacity to draw meaningful business conclusions from the deployment of HR initiatives in the organisation.

□ **Advanced**

He has the capacity to ensure that HR initiatives are seen as worthy of driving business success for the organisation.

□ **Mastery**

The practitioner is able to forecast the implications of actions and inactions across the units in organisation.

■ Value Orientation

The sub competence allows the practitioner to understand business development interests that can deliver value for the organisation. The levels are;

□ **Fundamental**

The HR practitioner is able to know the essential business operations of the organisation.

□ **Intermediate**

He is able to use the understanding of business operations to design HR initiatives and policies for the organisation.

□ **Advanced**

The practitioner has the capacity to make inputs into the commercial pursuits of the organisation from a HR standpoint.

□ **Mastery**

He is able to decipher what should constitute value from a professional standpoint across diverse sectors.

Business Management

- **Business Acumen**
- Continuous Improvement
- Analytical Perspective

■ **Market Awareness**

This sub-competence ensures that the practitioner is conscious of the elements of the business environment and how they impact on the business activities of the organisation they serve. The levels are;

□ **Fundamental**

The HR practitioner is equipped with the knowledge of the environmental forces that impact organisational success.

□ **Intermediate**

He is able to execute HR initiatives designed to maximise opportunities in a business environment.

□ **Advanced**

The practitioner is able to leverage the trends and activities in the business environment to design HR initiatives that support the commercial pursuits of an organisation.

□ **Mastery**

He has the capacity to advocate and influence external economic policies that can impact on the business operations of an organisation.

Business Management

- Business Acumen
- **Continuous Improvement**
- Analytical Perspective

Continuous Improvement

This competency ensures that the HR professional is working to improve business outcomes by exploring challenges and opportunities that enable professional improvement initiatives (individual and organisational) through consulting and continuous learning practice.

Allied Competencies and their Descriptions

- Learning
- Problem Solving & Decision Making
- Change Management
- Curiosity

■ Learning

This sub-competency identifies learning opportunities for the workforce that must have been derived from performance reviews and prevailing trends in the “glocal” business environment. The levels are;

□ **Fundamental**

The HR practitioner is able to understand the roles of employees and their expectations.

□ **Intermediate**

The practitioner should have the ability to conduct training needs analysis as well as to identify performance deficiencies that can be corrected with learning programmes.

□ **Advanced**

He should be able to show commitment to the professional development of the workforce by ensuring the provision of resources to enhance learning initiatives.

□ **Mastery**

The practitioner is expected to have the capacity to create and contribute to the development of the profession.

Business Management

- Business Acumen
- **Continuous Improvement**
- Analytical Perspective

■ Problem Solving & Decision Making

This sub-competence helps the practitioner to spot business challenges and decide on the HR initiatives to address them. The levels are;

□ Fundamental

The HR practitioner has the ability to identify gaps in the expected performance of the workforce.

□ Intermediate

He has the ability to collaborate with other leaders within the organisation to develop HR initiatives and programmes that meets business needs.

□ Advanced

The practitioner has the capacity to strategically decipher the causes of performance deficiencies as well as ensure a company wide approach to reversing their recurrence.

□ Mastery

The practitioner is able to anticipate and manage the consequences of actions that impact on the practice of HR.

■ Change Management

This sub-competence allows the practitioner to identify the need for embedding novel corporate strategies to meet up with the rapid changes in the business environment. The levels are;

□ Fundamental

the HR practitioner is expected to be proactive in matters relating to the workforce.

□ Intermediate

He should be creative and innovate in dealing with business issues that affect corporate performance from a HR viewpoint.

□ Advanced

The practitioner is expected to entrench a culture that is responsive to changes within and outside the organisation.

□ Mastery

H should have the capacity to lead industry wide innovations that expand the frontiers of the profession.

Business Management

- Business Acumen
- **Continuous Improvement**
- Analytical Perspective

■ Curiosity

This sub-competence enables a display of curiosity in business affairs with an aim to create, innovate, and replicate best practices for improved corporate performance. The levels are;

□ Fundamental

The HR practitioner should show a high degree of interest in HR matters and how it has been influenced by the rapidly changing workplace.

□ Intermediate

He should be able explore and apply best practices in the organisation.

□ Advanced

He should be able to identify relevant and applicable best practices from strategic alliances.

□ Mastery

The practitioner should have the capacity to probe into the future to forecast trends that will influence HR Profession.

Business Management

- Business Acumen
- Continuous Improvement
- **Analytical Perspective**

Analytical Perspective

This competence ensures that the HR professional is committed to using data to diagnose organisational issues and make informed decisions that positively impact on business outcomes.

Allied Competencies and their Descriptions

- Data Orientation
- Research Driven
- Analytical Thinking

■ Data Orientation

This sub-competence allows the practitioner to comprehend the value of recognising, generating and utilising data to make informed decisions for an organisation. The levels are;

□ **Fundamental**

The HR practitioner is able to access the factors that affect employees' experiences at all times.

□ **Intermediate**

He is able to use data to make informed decisions in the organisation.

□ **Advanced**

The practitioner should be able to use interpreted data to make decisions that align with HR principles.

□ **Mastery**

He should be able to design frameworks that supports strategic decision making.

Business Management

- Business Acumen
- Continuous Improvement
- **Analytical Perspective**

■ Research Driven

This sub-competence enables the sourcing, capturing and reviewing of data for analysis, to discover trends and generate insights and hypothesis to make informed decisions. The levels are;

□ Fundamental

The HR practitioner should possess the ability to collect and collate data fit for analysis.

□ Intermediate

He should know the appropriate tools for sourcing and analyzing data.

□ Advanced

The practitioner should be able to harness the competencies of other team members in the collection, collation, and analyses of data.

□ Mastery

The practitioner should be able to identify and mitigate factors that are likely to affect organisational growth.

■ Analytical Thinking

This sub-competence allows the practitioner to isolate subjectivity and extract meaning from data in order to determine the need for and effectiveness of HR programmes and initiatives for an organisation. The levels are;

□ Fundamental

The HR practitioner should be able to present findings and reports from data processed.

□ Intermediate

He must possess the ability to know the relevance of HR initiatives, programmes and policies from reviewed data.

□ Advanced

the practitioner is able to ensure that organisational decisions are the outcome from analysed data.

□ Mastery

He must be capable of leading conversations and engagements that will form the basis and evidence for the development of industry-wide initiatives.

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FUNCTIONAL COMPETENCIES

Workforce Management

This cluster describes the set of skills and activities of the HR professional that relates to the employees in an organisation.

The competencies in this cluster include: Talent Management Excellence, Industrial Relations and Employee Consultation, Learning and Development, Compensation Management & Rewards, Performance Management, and Diversity and Inclusion. HR professionals become more effective in discharging their functions when they are capable of attracting, recruiting, motivating and developing talent that are diverse enough to achieve business objectives. They become recognised as contributors to business success when they can support employee development and inclusion in the workplace.

In performing their duties, HR professionals must be able to design reward programmes that maximises the organisation's resources following an objective approach to measuring performance.



**WORKFORCE
MANAGEMENT**

FUNCTIONAL COMPETENCIES

Workforce Management

- **Talent Management Excellence**
 - Employee Acquisition
 - Industrial Relations and Employee Consultation
 - Learning and Development
 - Compensation Management & Rewards
 - Performance Management
 - Diversity and Inclusion

Talent Management Excellence

Talent Management Excellence encompasses planned activities that identify people with potential for the organisation as well as engage and develop them through ingenious approaches that make them valuable to and value the organization, even at the point of exit.

Allied Competencies and their Descriptions

- Employer Branding
- Talent Deployment
- Succession Planning

■ Employer Branding

This sub-competence enables the HR professional to define workforce value propositions that position the organisation to attract, engage and motivate distinct specific organisations. The levels are;

- **Fundamental**
Here, the HR practitioner knows the need for promoting diverse and unique employment benefits of the organisation to attract top performers.
- **Intermediate**
The practitioner is capable of designing, positioning and projecting the organisation's value proposition to potential talents within and outside the organisation.
- **Advanced**
The HR practitioner can spotlight key differentiators that set the company apart from other players in the industry.
- **Mastery**
He is competent in being an advocate of the HR Profession within industry sectors and other external engagements that desire top performing talents.

Workforce Management

- **Talent Management Excellence**

- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

■ Talent Deployment

The sub-competence enables getting the right people and capabilities in the right place and at the right time without disruption to the execution of overall business performance. The levels are;

- **Fundamental**

The HR practitioner understands the best approach to identifying exceptional talent among the workforce.

- **Intermediate**

He knows how to distinguish employees through the use of unique design tools.

- **Advanced**

He is capable of making meaning from derivatives of employee differentiation outcomes to influence workforce strategic initiatives.

- **Mastery**

He is able to strategically attract renowned talents to fill in leadership positions in an organisation.

Workforce Management

- **Talent Management Excellence**

- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

- **Succession Planning**

This sub-competence enables the HR practitioner to design conditions of service that ensures that a strategic position is not left vacant to the detriment of the organisation.

- **Fundamental**

The practitioner knows the essence and approaches to succession planning in the organisation.

- **Intermediate**

The HR practitioner knows how to design and deploy tools needed for anticipating change from people mobility and mitigating its consequences on the performance of the workforce.

- **Advanced**

He is able to develop appropriate succession plan that captures critical roles, crucial people and plans for current and future placements.

- **Mastery**

The practitioner is able to demonstrate strategic foresight about potential and actual impact of critical people mobility across multiple organisations while implementing proactive actions to prevent disruption to business performance.

Workforce Management

- Talent Management Excellence
- **Employee Acquisition**
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

Employee Acquisition

This competence addresses the activities that ensure the availability of people resources in the organisation through recruitment, screening, selection and placement.

Allied Competencies and their Descriptions

- Recruitment
- Screening and Assessment
- Selection
- Onboarding

■ Recruitment

This sub-competence pertains to designing and following a process of employing needed skills to the organisation's talent pool. The levels are;

- **Fundamental**
The HR practitioner should be familiar with the diverse approaches to sourcing potential talents for the workforce.
- **Intermediate**
The practitioner understands talent pools and goes above and beyond to maximise the strength of each identified channel for filling talent needs in the organisation.
- **Advanced**
He is capable of harmonising recruitment efforts to culminate in a strategy that ensures desired result for the organisation.
- **Mastery**
The practitioner is able to lead targeted executive level recruitment endeavours while engaging global best practices.

Workforce Management

- Talent Management Excellence
- **Employee Acquisition**
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

■ Screening and Assessment

This sub-competence addresses the identification and use of techniques that help in determining the quality of potential hires into an organisation's vacancies. The levels are;

□ **Fundamental**

The HR practitioner understands the basis for screening potential hires and has adequate knowledge of how to conduct assessments.

□ **Intermediate**

He is capable of applying identifiable methods and techniques for screening and assessing candidates in the organisation.

□ **Advanced**

He is capable of designing and deploying screening items and engaging diverse assessment tools to determine the proper fit of a potential hire.

□ **Mastery**

The practitioner is capable of integrating methods that align with corporate values as well as able to influence corporate talent acquisition strategy.

Workforce Management

- Talent Management Excellence
- **Employee Acquisition**
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

■ Selection

Matching individuals to vacant roles based on a structured assessment process that identifies the people resource, best fit for each position.

- **Fundamental**
Be able to identify different selection methods required to make a decision for employment.
- **Intermediate**
Competent to apply the diverse selection methods and procedures to achieve a talent acquisition goal.
- **Advanced**
Capable of reviewing different selection methods and determining appropriateness for the diversity of potential hires.
- **Mastery**
Has the capacity to evolve a talent acquisition strategy that is hinged on the unique feedback derived from the engaged selection methods.

Workforce Management

- Talent Management Excellence
- **Employee Acquisition**
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

■ Onboarding

This sub-competence involves the process of getting a new hire familiar with the organisation through activities that include but not limited to orientation and training. The levels are;

□ **Fundamental**

The practitioner is able to design programmes to acquaint new hires with the organisation.

□ **Intermediate**

He is capable of implementing onboarding initiatives within the organisation.

□ **Advanced**

The practitioner is capable of designing and developing onboarding programmes in partnership with relevant layers of authority within the organisation.

□ **Mastery**

He is able to ensure the alignment of programme with corporate culture and desired external representation.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- **Industrial Relations and Employee Consultation**
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

Industrial Relations and Employee Consultation

These are practices that seek to ensure employee alignment with work contracts while developing effective strategies for cordial interaction with formal groups that represented workforce interests towards improved engagements.

This competence hinges on the utilisation of the principles of openness, transparency, trust, and mutual respect to improve the relationship between the organisation and the employees.

Also, it is a concerted effort to comprehend and describe the nature of the interrelatedness and interconnectedness of relationships within the organisation.

Allied Competencies and their Descriptions

- Issues Resolution
- Collective Bargaining
- Solutions Development

■ Issues Resolution

This sub-competence seeks to identify occurrence of and facilitate resolution of disputes using mechanisms such as but not limited to arbitration and mediation. The levels are;

□ **Fundamental**

The HR practitioner is capable of identifying potential sources of disputes in the organisation.

□ **Intermediate**

He is capable of making use of identified mechanisms to ensure resolution of conflicting issues in the organisation.

□ **Advanced**

The practitioner should be able to determine appropriate alternative dispute resolution mechanism for every situation at hand.

□ **Mastery**

The practitioner has the capacity to ensure effectiveness of alternative dispute resolution techniques and alignment with corporate culture.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- **Industrial Relations and Employee Consultation**
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

■ Collective Bargaining

This sub-competence seeks to aid HR practitioners in facilitating and participating in negotiations between employers and employees or their representatives over conditions and conduct of work. The levels are;

□ Fundamental

The HR practitioner understands the roles of every stakeholder in an organisation and the internal and external relationships among them.

□ Intermediate

He is capable of representing, advancing and protecting the interests of the organisation in any collective bargaining activity.

□ Advanced

He is capable of managing the collective bargaining process and ensures that the outcomes of the bargain advance organisational pursuits.

□ Mastery

The practitioner is able to develop and lead the execution of an industry-wide framework for employer-employee relationship management.

■ Solutions Development

This sub-competence entails the use of data to inform the need for programmes and activities that influence employee commitment to work while measuring their impact on attrition and retention. The levels are;

□ Fundamental

The HR practitioner knows the essence of a great work ethic.

□ Intermediate

He should have the capacity to hold people responsible o their contractual obligations and conditions of employment.

□ Advanced

The practitioner should have the ability to develop and ensure the implementation of workplace policies that impact on employee work ethics.

□ Mastery

He should be capable of leading the design and development of innovative strategies that influence employee's experience within the industry.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- **Learning and Development**
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

Learning and Development

These are HR activities that ensure the acquisition of relevant skills, knowledge, and attributes that are fit for employee performance and realisation of business objectives.

The HR Professional is expected to design avenues for retaining the knowledge that are acquired by employees.

The HR Professional should be competent enough to measure the effectiveness of learning and development programmes as well determine the impact on employee conduct.

Allied Competencies and their Descriptions

- Career Management
- Learning Needs Analysis
- Learning Program Design
- Learning Administration

■ Career Management

This sub-competence entails the ability to determine the path to career success for employees through capacity building in order to advance employee's skills and attain organisational goals. The levels are;

□ **Fundamental**

The HR practitioner should understand the value of and support required for employee's career development.

□ **Intermediate**

He should be capable of designing and recommending methods that support the professional development of the workforce such as coaching and mentoring.

□ **Advanced**

The practitioner should be an advocate for the development of learning and knowledge-sharing culture in the organisation.

□ **Mastery**

He should be capable of participating in high level engagements for the development of an organisational strategy that meets the capacity development needs of the organisation and beyond.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- **Learning and Development**
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

■ Learning Needs Analysis

This sub-competence entails the ability to assess deficiencies in employee competencies. The levels are;

□ **Fundamental**

The HR practitioner is conscious of the need for professional development of all employees in the organization's workforce.

□ **Intermediate**

He is able to conduct assessments using diverse tools that measure actual employee performance against expected performance in order to ascertain employee's role deficiency.

□ **Advanced**

He is able to design tools and methods that can determine employee deficiencies.

□ **Mastery**

He is able to ensure that assessments align with industry standards and position the organisation as competitive.

■ Learning Program Design

It allows the practitioner to engage diverse methods that enable the workforce participate in learning programmes that will improve their overall competence on the job. The levels are;

□ **Fundamental**

The HR practitioner should be aware of diverse learning methods that can be explored to deliver relevant knowledge to the workforce.

□ **Intermediate**

He should be capable of using identified learning methods to design learning programmes for the organisation.

□ **Advanced**

He should be able to determine the appropriateness of learning methods while ensuring that they are capable of transferring required knowledge to the workforce.

□ **Mastery**

He should be able to ensure the effectiveness of learning programmes viz the strategic thrusts and pursuits of the organisation.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- **Learning and Development**
- Compensation Management & Rewards
- Performance Management
- Diversity and Inclusion

■ Learning Administration

This enables the practitioner to engage methods for delivering learning to the workforce such that knowledge is transferred and competence is built up. The levels are;

□ **Fundamental**

The HR practitioner is able to provide support for the conceptualisation and eventual delivery of learning activities.

□ **Intermediate**

He should be able to ensure an effective delivering of learning programmes and initiatives within the organisation.

□ **Advanced**

He is capable of organising and evaluating learning events for the entire workforce with the collaboration of relevant layers of management.

□ **Mastery**

He is capable of ensuring alignment with strategic initiatives for learning in the organisation as well as correcting deviations where noticeable.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- **Compensation Management & Rewards**
- Performance Management
- Diversity and Inclusion

Compensation Management & Rewards

This competence represents a systematic approach for the management of remuneration, benefits and incentives which impact on employer's decisions to influence workforce needs and business objectives. In carrying out these activities, the HR professional takes note of industry standards and implications for the business bottom line.

Allied Competencies and their Descriptions

- Compensation Strategy
- Reward Structure & Design
- Reward, Benefits & Payroll Administration

■ Compensation Strategy

This entails the creating the framework that determines the reward of employees in the organisation based on a well understood corporate philosophy. The levels are;

- **Fundamental**
The HR practitioner understands the need for a strategic framework to guide the implementation of a compensation programmes in the organisation.
- **Intermediate**
He is able to execute compensation strategies under the supervision of the management of an organisation.
- **Advanced**
He is able to work within teams to develop a compensation strategy for the organisation.
- **Mastery**
He is able to provide direction for the development of a compensation strategy through the institution of a corporate philosophy.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- **Compensation Management & Rewards**
- Performance Management
- Diversity and Inclusion

■ Reward Structure & Design

This enables the HR practitioner to define employee reward for different roles in the organisation by setting range and grade based on data. The levels are;

□ **Fundamental**

The HR practitioner understands the basis for reward system in the organisation.

□ **Intermediate**

He is able to implement a reward structure across the organisation.

□ **Advanced**

He should be capable of designing a reward structure that aligns with the philosophy of the organisation for compensating employees for work done.

□ **Mastery**

He should be able to influence the development of a reward structure that informs compensation systems.

■ Reward, Benefits & Payroll Administration

This equips the HR professionals to organise the compensation of employees by engaging in activities that monitor work contracts and disbursement of pay. The levels are;

□ **Fundamental**

The HR practitioner is conversant with the activities that lead up to the compensation of employees in the organisation.

□ **Intermediate**

He is capable of aggregating relevant data that serves as input to the computation of employee compensation as well as required remittances in accordance to the law.

□ **Advanced**

He is able to ensure compliance with compensation policy as well as compliance with relevant laws.

□ **Mastery**

The practitioner is capable of providing a strategic direction for the effective implementation of compensation policies and philosophy.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- **Performance Management**
- Diversity and Inclusion

Performance Management

This is a collection of HR activities that ensures that employee efforts meet organisation's goals in a way that maximises business resources.

This competence requires that the HR professional facilitates the design of performance expectations and puts in place measures to evaluate individual and departmental accountability performance.

Allied Competencies and their Descriptions

- Performance Systems Design
- Performance Process Management
- Performance Monitoring & Evaluation

■ Performance Systems Design

This sub-competence involves defining the structure and relationship between the activities of a performance management process. The levels are;

- **Fundamental**
The HR professional knows the steps involved in a performance management process and how each one relates with another.
- **Intermediate**
He should be able to interpret and apply the principles behind the framework for conducting the performance management function.
- **Advanced**
He should be capable of creating the framework that enables the conduct of performance management function.
- **Mastery**
He should be able to provide the strategic input upon which frameworks for the conduct of the performance management function is built.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- **Performance Management**
- Diversity and Inclusion

■ Performance Process Management

This involves aligning the activities in a performance management function with the organisation's strategic pursuits. The levels are;

- **Fundamental**
The HR practitioner is conversant with the basic knowledge of the activities that are required to conduct a performance management function.
- **Intermediate**
He should be capable of ensuring the proper alignment of activities to be performed during a performance management function.
- **Advanced**
He should be able to define and determine the activities that must be carried out in the conduct of a performance management function.
- **Mastery**
He should be able to guide the determination of activities in a performance management function that align with the organisation's corporate objectives.

■ Performance Monitoring & Evaluation

This equips the practitioner to collaborate with functional leaders on the appropriate approaches and tools to use in observing as well as assessing the performance of employees in their respective roles. The levels are;

- **Fundamental**
The HR practitioner should know the basic activities associated with assessing the performance of an employee on the job.
- **Intermediate**
He should be able to implement methods and use tools that support a collaborative approach to performance monitoring.
- **Advanced**
The practitioner should be able to collaboratively determine the tools and methods to be utilised when assessing employee performance.
- **Mastery**
He is responsible for defining the philosophy behind the development of approaches to be used in monitoring and evaluating employee performance.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- **Diversity and Inclusion**

Diversity and Inclusion

This skill set include activities that recognise, enable, embrace and maximise the unique attributes of the workforce. The HR Professionals is responsible for leveraging diversity to create values that contribute to the realisation of business objectives.

Allied Competencies and their Descriptions

- Framework Development
- Compliance Management

■ Framework Development

This entails the design of a system that governs the process of administering the principles of diversity and inclusion in alignment with strategic goals and global standards. The levels are;

□ **Fundamental**

The HR practitioner understands the meaning of and value of diversity and inclusion in the organisation.

□ **Intermediate**

He should be capable of applying the principles and implementing the policies that entrench the culture of diversity and inclusion in the organisation.

□ **Advanced**

He should be able to design and develop procedures to guide the administration of the corporate principles of diversity and inclusion in the organisation.

□ **Mastery**

He should be able to determine the far-reaching implications diversity and inclusion in the organisation and with this, influence the direction of the organisation in providing for the same.

Workforce Management

- Talent Management Excellence
- Employee Acquisition
- Industrial Relations and Employee Consultation
- Learning and Development
- Compensation Management & Rewards
- Performance Management
- **Diversity and Inclusion**

■ Compliance Management

This sub-skill set enables the practitioner to ensure adherence to the relevant principles of diversity and inclusion in the workplace. The levels are;

□ **Fundamental**

The HR practitioner should be able to conduct an assessment to determine compliance with the diversity and inclusion principles in the workplace.

□ **Intermediate**

He should be capable of implementing the principles and policies that define the compliance of the organisation.

□ **Advanced**

He should be capable of designing approaches that influence the acceptance and compliance of employees with D & I principles in the organisation.

□ **Mastery**

The practitioner should be capable of making strategic decisions from outcomes of assessments on the practice of diversity and inclusion in the organisation.



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NOTICE ON CIPM SANCTIONS FOR BREACHES OF PROFESSIONAL CONDUCT

CIPM is the apex body empowered by legislation (Act 58 of 1992) for regulating the practice of Human Resource Management in Nigeria. Through continuous innovation, the Institute strives to positively transform, develop and sustain professional excellence in the Human Resource profession.

CIPM wishes to inform all our members that further to approval of sanctions for breaches of professional conduct by the Governing Council of the Institute, the Institute solicits the support of all stakeholders in its crusade against corrupt and unethical practices. Members of the public are enjoined to promptly report any alleged case(s) of misconduct by any member of CIPM to the Institute through the Registrar/Chief Executive Officer in writing. This will assist the Institute investigate, try and where necessary, sanction any member found culpable of professional misconduct in line with its enabling Act.

Members of the public should please note that CIPM's Disciplinary Process does not handle criminal matters.

ACTS THAT CONSTITUTE BREACHES OF PROFESSIONAL CONDUCT AND ETHICS WITH SANCTIONS

1. Engaging in any activity or found in a situation that will bring disrepute to the Institute and the employer in the discharge of duties as defined in the breaches below.
2. The sanctions under all categories are without prejudice to any other actions that the employer may take in regard to the breach.
3. Suspension refers to non participation in all CIPM programmes or activities.

BREACHES IN CATEGORY A

- A1. Involving in, aiding and abetting fraud, theft, embezzlement and other corrupt practices.
- A2. Working under the influence of alcohol, hard drugs and narcotics.
- A3. Being involved in unethical practices such as unduly influencing the outcome of Human Resource processes and procedures.
- A4. Condoning or involvement in sexual harassment in the workplace.

SANCTIONS FOR CATEGORY A

Any breach that falls within category A (i.e A1-A4) will attract the following sanctions:

1. Suspend membership for a period of two (2) years and publicise. Within this period, membership upgrade will not be considered or granted. In addition, the qualifying period for membership upgrade will be extended by the corresponding year of suspension (2 years).
2. During the period of suspension, the member must attend at least ONE reformatory session (to be paid for by the member) as organized by the Institute. This course must be undertaken with an appropriate assessment to determine the level of understanding and commitment to the behavioural change required. An undertaking of improved behaviour will also be required to lift the suspension.
3. Payment of membership dues is NOT precluded during the suspension period.
4. A repeat of the breach in category A will lead to a delisting of the member from the CIPM's register and a withdrawal of the Human Resources Licence to Practice.

BREACHES IN CATEGORY B

- B1. Breaching the confidentiality and security of information entrusted to by virtue of the job whether in or out of employment or disclosing official confidential information except by judicial order.
- B2. Circumventing company/organisational policies for personal gain.
- B3. Failure to promote employment practices that remove unfair discrimination including but not limited to gender, age, race/tribe, religion, disabilities and HIV/AIDS.
- B4. Conflict of interest and divided loyalty.

SANCTIONS FOR CATEGORY B

Any breach that falls within category B (i.e B1-B4) will attract the following sanctions:

1. Suspend membership for a period of one (1) year and publicise in the Institute's publications. Within this period, membership upgrade will NOT be considered or granted. In addition, the qualifying period for membership upgrade will be extended by the corresponding year of suspension (1 year).
2. During the period of suspension, the member must attend at least ONE reformatory session (to be paid for by the member) as organized by the Institute. This course must be undertaken with an appropriate assessment to determine the level of understanding and commitment to the behavioural change required. An undertaking of improved behavior will also be required to lift the suspension.
3. Payment of membership dues is NOT precluded during the suspension period.
4. A repeat of the breach in category B will lead to a delisting of the member from the CIPM's register and a withdrawal of the Human Resource Licence to Practice.

BREACHES IN CATEGORY C

This category will apply to both HR Practitioners and Corporate organisations. However, the Head of Human Resource will have overall responsibility of ensuring the application of sanctions in this category.

- C1. Failure to provide professional knowledge, advice and demonstrate competence in the management and development of people.
- C2. Encouraging or assisting unlawful and irresponsible conduct by either employer or employee policy and practices.
- C3. Failure to exercise due diligence, provide timely and accurate information for the benefit of employees and employers.

SANCTIONS FOR CATEGORY C

Any breach that falls within category C (i.e C1-C3) will attract the following sanctions:

1. Warning letter which will be active for a period of one year.
2. Attend a knowledge enhancing course (paid for by the member/Corporate member i.e CHRO/HRD/Head of HR) as recommended and organized by the Institute. Mentoring and Coaching may be included /identified as an appropriate learning intervention and the Institute would recommend and organise these sessions where it is recommended (the member/Corporate member would also take responsibility for paying for these sessions).
3. If no improvement is recorded within one year period as stipulated in the warning letter, Category B sanctions will be applied.

THE SCOPE OF THIS DOCUMENT

This document covers CIPM members including Individual and Corporate members. In scope, all complaints will be investigated by an investigation panel as constituted by the Governing Council in accordance with the Institute's Official Gazette, Decree No 58. Where a case is established by the Investigation panel, it shall be referred to a Disciplinary Tribunal charged with the duty of considering and determining a case referred to it in accordance with the Institute's Official Gazette.

Members of the Public are therefore assured that any member of CIPM found guilty of unethical behavior or professional misconduct will be appropriately sanctioned. Sanctions include reprimand, suspension or withdrawal of membership certificate or Human Resource Practitioners Licence dependent on the outcome of the case.

Oluwatoyin Naiwo, FCIPM
Registrar/Chief Executive

Helpline: 0909 462 5615 | Email: professionalethics@cipmnigeria.org

...we deliver value through people

Organisation Planning and Development

This cluster covers the competencies that have direct bearing on the organisation.

The competencies in this cluster include: HR Strategic Planning, Workforce Planning, Organisation Design & Development, and **HR Digitalisation**.

The HR Professional needs to demonstrate expertise in positioning the HR Department as a strategic business partner, forecasting demand and supply of workforce for the effective running of the organisation, and ensures an effective workflows that promotes productivity, while leveraging on technology to facilitate accuracy and speed in the delivery of responsibilities within the workplace.



ORGANISATIONAL
PLANNING &
DEVELOPMENT

FUNCTIONAL COMPETENCIES

Organisation Planning and Development

- **HR Strategic Planning**
- Workforce Planning
- Organisation Design & Development
- HR Digitalisation

HR Strategic Planning

This competence requires the HR Professional to engage in tasks that are required for building, executing and coordinating the core pursuits needed to enable the realisation of business objectives.

The HR Professional is expected to demonstrate expertise in foreseeing the aspirations of the organisation as well as positioning initiatives to support the creation of value for all.

Allied Competencies and their Descriptions

- HR Strategic Alignment
- Performance Consulting
- Strategic Advisory
- Strategic Agility

■ HR Strategic Alignment

Here, the practitioner should be able to grasp the operational dynamics of the organisation's governance practices to distill HR goals and objectives, and use such knowledge to develop specific HR initiatives that contribute to the overall pursuit of the organisation. The levels are;

□ **Fundamental**

The HR practitioner should understand the essence and basic principles of goalsetting.

□ **Intermediate**

He should be able to execute HR initiatives that have direct impact on overall corporate strategy.

□ **Advanced**

The practitioner should be able to interpret corporate pursuits and aspirations and use same to develop strategic HR initiatives.

□ **Mastery**

He should have the capacity to ensure strategic alignment of HR goals with corporate pursuits.

Organisation Planning and Development

- **HR Strategic Planning**
- Workforce Planning
- Organisation Design & Development
- HR Digitalisation

■ Performance Consulting

This sub-competence positions the HR practitioner as a rallying point for insights that impacts corporate performance from a people perspective. The levels are;

- **Fundamental**
The HR practitioner should be able to identify HR practices that influence overall corporate performance.
- **Intermediate**
He should have the capacity to apply the principles and approaches of performance consulting in the organisation.
- **Advanced**
He should be able to create systems and approaches that improves employee performance and impacts on overall corporate goals.
- **Mastery**
The practitioner should be an advocate for the integration of best practices that will influence improved performance of employees across the organisation.

■ Strategic Advisory

This sub-skill set positions the practitioner as a repository of knowledge to the organisation on people-related matters while creating workplans to execute the unique strategy and goals of the HR team. The levels are;

- **Fundamental**
The HR practitioner should understand the basic principles of action planning in relation to achieving HR Goals.
- **Intermediate**
He should be able to design and implement bespoke plans to realise the objectives of the HR team.
- **Advanced**
He should be capable of conducting high level studies in order to provide detailed and needful counsel to different areas of the organisation.
- **Mastery**
The practitioner should be capable of monitoring and ensuring proper alignment of HR plans to goals as well as the strategic pursuits of the organisation.

Organisation Planning and Development

- **HR Strategic Planning**
- Workforce Planning
- Organisation Design & Development
- HR Digitalisation

■ Strategic Agility

This skill set allows the HR practitioner to influence the organisation to swiftly respond to rapid changes and disruptive innovations in the society while recovering from the impact of unforeseen circumstances in order to retain market relevance and leadership. The levels are;

□ **Fundamental**

The HR practitioner should understand how to identify possible pathways to creating unique HR solutions that solves organisational problems.

□ **Intermediate**

He should be capable of applying principles and implementing policies that enable the organisation to remain relevant within the industry.

□ **Advanced**

He should be able to demonstrate competence in the design of policies, programmes, activities and initiatives that keep the organisation competitive within the industry.

□ **Mastery**

He should be capable of ensuring alignment of innovative HR solutions with the strategic decisions of the organisation as well as review market relevant data to show HR's contribution to the organisation's competitive advantage.

Organisation Planning and Development

- HR Strategic Planning
- **Workforce Planning**
- Organisation Design & Development
- HR Digitalisation

Workforce Planning

This is an HR activity that forecasts workforce needs and proffers approaches to meet them while achieving business objectives.

The HR Professional has the responsibility to ensure that the organisation is adequately staffed with the required manpower for immediate and future demands that the business yields.

Allied Competencies and their Descriptions

- Manning and Skill Requirements Planning
- Professional Development
- Succession Planning
- Workforce Plan Implementation

■ Manning and Skill Requirements Planning

This sub-skill involves the conduct gap analysis by assessing current talent and skillsets in the company, and determining future needs based on business strategy. The levels are;

□ **Fundamental**

The HR practitioner should be able to identify the required workforce competencies in the organisation.

□ **Intermediate**

He should be able to utilise data to determine the disparity in staffing levels (number and skillset) in the organisation as well as create solutions (which includes, but not limited to recruitment and training) to resolving it.

□ **Advanced**

He should be capable of evaluating the talent requirements of the organisation in alignment with the long-term aspirations of the organisation.

□ **Mastery**

The practitioner should be able to influence the development of strategies that help with forecasting the demand and supply of the workforce.

Organisation Planning and Development

- HR Strategic Planning
- **Workforce Planning**
- Organisation Design & Development
- HR Digitalisation

■ Professional Development

This HR professional is able to develop initiatives to enhance the competencies of the workforce in order to properly align them for improved performance. The levels are;

- **Fundamental**
The HR practitioner should be able to identify gaps in competencies vis-à-vis required skillsets.
- **Intermediate**
He should be capable of implementing initiatives for enhancing employee competence in the organisation.
- **Advanced**
He should be capable of designing and implementing strategies for resolving competence misalignment in the organisation.
- **Mastery**
He should be able to influence a corporate culture that values skill development from a strategic standpoint.

■ Succession Planning

This enables the practitioner to set and communicate the parameters for which a role can be filled with the right talent without losing the quality of work. The levels are;

- **Fundamental**
The HR practitioner should understand the essence of succession and be able to identify potential leaders.
- **Intermediate**
He should be capable of applying the principles and policies guiding role and leadership succession.
- **Advanced**
He should be able to design approaches that increase the availability of people that can meet expected leadership needs.
- **Mastery**
The practitioner should be capable of coordinating organisational management to create strategies for the identification, preparation and development of potential replacements upon their exit from the organisation.

Organisation Planning and Development

- HR Strategic Planning
- **Workforce Planning**
- Organisation Design & Development
- HR Digitalisation

■ Workforce Plan Implementation

This sub-competence seeks to execute approaches that ensure the appropriate levels of workforce in the organisation to meet current and future needs. The levels are;

□ **Fundamental**

The HR practitioner should be capable of interpreting information from gap analysis.

□ **Intermediate**

He should be capable of interpreting and suggesting relevant reviews of existing policies that were developed for workforce planning.

□ **Advanced**

He should be able to implement strategies that ensure the right staff mix exist in the organisation to meet organisation's goals.

□ **Mastery**

The practitioner should be capable of influencing organisational restructuring that impacts on an optimal staff mix required for meeting company objectives.

Organisation Planning and Development

- HR Strategic Planning
- Workforce Planning
- **Organisation Design & Development**
- HR Digitalisation

Organisation Design & Development

These are HR efforts aimed at designing approaches that maximise business resources to drive a functional structure that meets the periodic demands for change.

It is concerned with ensuring that corporate vision influences organisational structure to make the most of business resources and guarantee effectiveness within and outside the workplace. This competence engages a methodology which assesses workflow in the organisation and realigns dysfunctional aspects with business realities.

Allied Competencies and their Descriptions

- Change Management
- Operating Model Design
- Job Analysis
- Job Evaluation
- Business Partnering

■ Change Management

This sub-competence champions the need for embedding novel corporate strategies to meet with the rapid changes in the business environment. The levels are;

□ **Fundamental**

The HR practitioner should be able collect and collate data that informs the design of HR initiatives.

□ **Intermediate**

He should be able to align HR change initiatives with corporate objectives.

□ **Advanced**

The practitioner should be capable of designing and coordinating programmes, initiatives and activities that increase the effectiveness of HR processes.

□ **Mastery**

He should be a champion and advocate of programmed disruption to the conventional practice of the profession and its impact on industry.

Organisation Planning and Development

- HR Strategic Planning
- Workforce Planning
- **Organisation Design & Development**
- HR Digitalisation

■ Operating Model Design

The HR practitioner is able to engage different approaches to ensure the effectiveness of workflow as well as to correct any deviation from the standards in aligning with business realities to achieve corporate goals. The levels are;

□ **Fundamental**

The HR practitioner should be able to identify processes that require amendments for work effectiveness.

□ **Intermediate**

He should be able to design (with the support of functional leaders) organisational structure that enables workplace efficiency and effectiveness.

□ **Advanced**

The practitioner should be capable of influencing process improvement through HR initiatives that impact on workplace effectiveness and efficiency.

□ **Mastery**

He should have the ability to direct the development of a strategy that influences the design of the organisation's operating model.

■ Job Analysis

This enables the practitioner to identify the content and attributes required to perform a job as well as provide the information that helps in ascertaining appropriate fit for specific roles in the organisation. The levels are;

□ **Fundamental**

The HR practitioner should have a basic knowledge of job and how it is drawn.

□ **Intermediate**

He should be capable of applying the methods and procedures for designing job descriptions and align them with organisational values.

□ **Advanced**

He should be able to create frameworks that enable the identification of contents and attributes required to perform a job.

□ **Mastery**

He should be able to provide strategic direction on the essence of a job and its importance to the realization of corporate pursuits.

Organisation Planning and Development

- HR Strategic Planning
- Workforce Planning
- **Organisation Design & Development**
- HR Digitalisation

■ Job Evaluation

This enables the HR practitioner to determine the worth of a job and its effect on other positions within the organisation. The levels are;

- **Fundamental**
The HR practitioner should understand the need and value of a job role in the organisation.
- **Intermediate**
He should be capable of applying the principles outlined for ascertaining the relative worth of the various job roles within the organisation.
- **Advanced**
He should be able to define the process in the determination of the value of a job role in the organisation.
- **Mastery**
The practitioner should be able to influence an organisation wide approach to assessing the contributory level of job-roles in the organisation and their impact in the industry.

■ Business Partnering

This enables the practitioner to provide measurable value to the organisation as he designs initiatives that supports corporate goals and objectives. The levels are;

- **Fundamental**
The HR practitioner understands the connection between HR activities and core organisational pursuits.
- **Intermediate**
He should have the capacity to draw meaningful business conclusions from the deployment of HR initiatives in the organisation.
- **Advanced**
He should have the capacity to ensure that HR initiatives are seen as worthy of driving business success for the organisation.
- **Mastery**
The practitioner should be able to forecast implications of actions and inactions across the organisation.

Organisation Planning and Development

- HR Strategic Planning
- Workforce Planning
- Organisation Design & Development
- **HR Digitalisation**

HR Digitalisation

This is a skill-set that leverages digital technologies and tools to enable the delivery of HR activities, and ensures that valid business insights are provided to guide decision making.

HR Professionals need to show that they can direct employees to use technology to improve productivity while promoting teamwork and workplace connectedness. This competence requires that the HR professional understands how to navigate the new media to deliver value to employees and the organisation.

Allied Competencies and their Descriptions

- Technology Impact Assessment
- Technology Adoption
- Data and Information Management
- People Analytics

■ Technology Impact Assessment

This sub-competence enables the HR practitioner to determine the value offerings and benefits derivable from the deployment of technology solutions that can be used to analyse, organize, manage, and aid execution of HR initiatives in the organisation. The levels are;

□ **Fundamental**

The practitioner should understand the advantages of using technology to drive HR activities in the organisation.

□ **Intermediate**

He should be able to evaluate the effect of technology on work delivery in the organisation while assessing possible risks to the organisation.

□ **Advanced**

The practitioner should be able to evaluate the relevance of technology on workplace efficiency and their implications for HR strategic initiatives.

□ **Mastery**

He should be capable of directing the focus of the organisation on the use of tech-derived information.

Organisation Planning and Development

- HR Strategic Planning
- Workforce Planning
- Organisation Design & Development
- **HR Digitalisation**

■ Technology Adoption

This sub-skill enables the practitioner to engage and deploy a range of technology skills useful for analysing, organising, managing, and facilitating the effective and efficient execution of HR valued services in the organisation. The levels are;

□ **Fundamental**

The HR practitioner should be able to identify the broad range of technology and tools (including but not limited to social media) useful for the delivery of HR services and initiatives in the organisation.

□ **Intermediate**

He should be able to decide on and make good use the appropriate technology for the effective and efficient delivery of HR activities.

□ **Advanced**

He should be capable of ensuring proper integration with other technology solutions in the organisation.

□ **Mastery**

The practitioner should be able to provide direction on the level of dependency on technology in the organisation.

Organisation Planning and Development

- HR Strategic Planning
- Workforce Planning
- Organisation Design & Development
- **HR Digitalisation**

■ Data and Information Management

This equips the practitioner to administer the process of acquiring, collating, safekeeping, protecting, and processing relevant company data to ensure a well-informed approach to creating initiatives, standards and policies. The levels are;

□ **Fundamental**

The HR practitioner should be able to administer the process of acquiring, collating, safekeeping, protecting, and processing relevant company data to ensure a well-informed approach to creating initiatives, standards and policies.

□ **Intermediate**

He should be capable of using relevant Human Resource Information Systems (HRIS) and other modern technology tools to acquire, process; and analyse data through the establishment of standards and policies.

□ **Advanced**

The practitioner should be able to guide the design and development of relevant Human Resource Information Systems (HRIS) and other modern technology tools to collect, process; and analyse data.

□ **Mastery**

He should be capable of using technology to influence strategic direction in the organisation from an HR perspective.

Organisation Planning and Development

- HR Strategic Planning
- Workforce Planning
- Organisation Design & Development
- **HR Digitalisation**

■ People Analytics

This enables the HR practitioner to generate information and insights capable of influencing operational and strategic decisions from the systematic analysis of data available to the HR. The levels are;

□ **Fundamental**

The HR practitioner should be able to know how and why data is generated in the organisation.

□ **Intermediate**

H should be able to connect and align HR related data with the business activities of the organisation

□ **Advanced**

He should be capable of deriving strategic insights that will impact the business operations of the organization from the data generated by the HR.

□ **Mastery**

The practitioner should be able to determining the focus of people analytics in influencing the corporate pursuits.



READY TO MARKET PROGRAMME (TWELVE MONTHS HR INTERNSHIP)

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ABOUT THE PROGRAMME

Ready-To-Market (RTM) is an internship programme of CIPM, launched 29th October, 2018. The programme is designed to close the knowledge and experience gaps of fresh graduates who have successfully completed CIPM professional exams and inducted as Associate members but have no practical exposure in HR, making them unready for the labour market.

HOW IT WORKS

3 weeks intensive hands-on competency based experiential learning



12 months industry internship in HR department only with our partners



2 days peer assist sessions after industrial experience, writing and defence of project work in their area of interest in HR

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Business Operating Environment

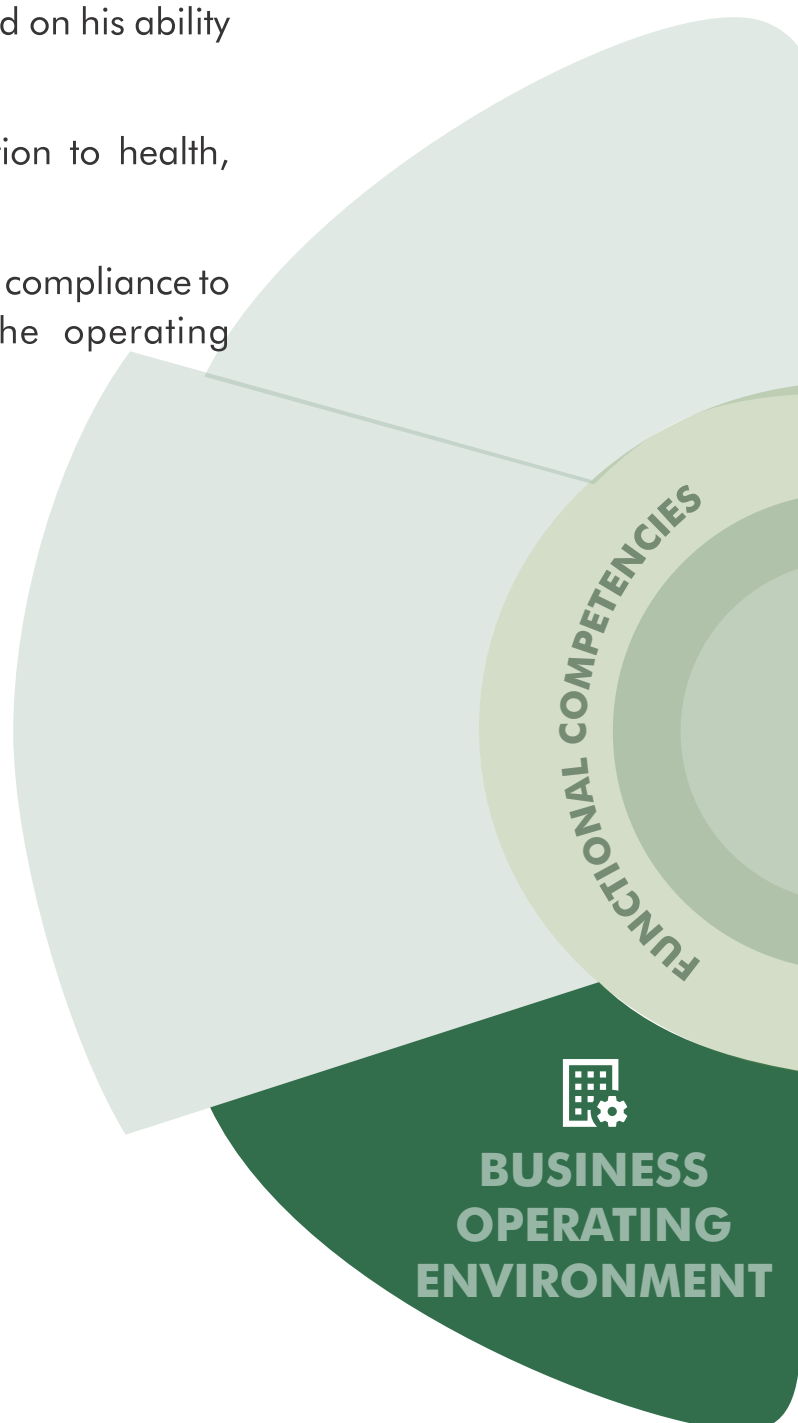
This cluster covers the competencies that have a direct bearing on the work environment.

The competencies in this cluster include: Global HR Management, People Risk Management, and Legal Compliance.

The success of the HR Professional is hinged on his ability to foster a dynamic workforce.

The HR Professional needs to pay attention to health, safety and security in the workplace.

Critical to HR success is the ability to ensure compliance to laws and regulations applicable to the operating environment of the business.



Business Operating Environment

- **Global HR Management**
- People Risk Management
- Legal Compliance

Global HR Management

This is an HR skill-set that enables the HR Professional to pay attention to managing a globally spread workforce and ensuring alignment with corporate standards and expectations irrespective of geographical location.

Allied Competencies and their Descriptions

- Expatriate Management
- Global Talent Management

■ Expatriate Management

This sub-skill-set helps the practitioner to implement all HR transactional activities associated with international engagements. The levels are;

□ **Fundamental**

The HR practitioner should understand the relevant HR activities that apply to employees that are on international assignments.

□ **Intermediate**

He should be able to execute HR activities that support the performance of employees on international assignments.

□ **Advanced**

He should be able to design frameworks that support employees on international assignments.

□ **Mastery**

He should be aware of the global issues that impact on local HR initiatives as well as proffer suggestions that enable attainment of corporate objectives.

Business Operating Environment

- **Global HR Management**
- People Risk Management
- Legal Compliance

■ **Global Talent Management**

This helps the HR practitioner to anticipate and manage the interconnectedness of employees across regions of the world. The levels are;

▣ **Fundamental**

The HR practitioner should be capable of identifying work relationships that transcends borders in the organisation.

▣ **Intermediate**

He should be capable of designing and implementing HR activities for diverse workforce and keep up with global best practices in people management.

▣ **Advanced**

The practitioner should be capable of designing HR activities for a diverse workforce and keep up with global best practices in people management.

▣ **Mastery**

He should have the capacity to identify relevant HR initiatives that can impact on the global strategic direction of the organisation.

Business Operating Environment

- Global HR Management
- **People Risk Management**
- Legal Compliance

People Risk Management

This refers to the set of enterprise-wide activities that can anticipate and handle the occurrence and control of potential risk to the continuity of work and corporate objectives.

The HR Professional is saddled with the responsibility of anticipating, evaluating, analysing and managing risks in the organisation. He is expected to reduce the chances of risks occurring in the workplace and ensure that measures are put in place to guarantee the wellbeing, safety and security of the work environment.

Allied Competencies and their Descriptions

- Business Continuity Risk Management
- Compliance Management
- Crisis Management
- Data and Information Management

■ Business Continuity Risk Management

This sub-skillset guarantees that the HR professional participates in the identification and assessment of risks to design programmes, initiatives and policies that will reduce the adverse effect of risks on business continuity. The levels are;

□ **Fundamental**

The HR practitioner should be capable of identifying risks that can affect smooth work operations in the organisation.

□ **Intermediate**

He should be capable of interpreting and executing HR initiatives that identify and mitigate the consequences of risks in the organisation.

□ **Advanced**

The practitioner should be capable of designing HR initiative that anticipate and reduce the adverse effect of risk occurrence in the organisation.

□ **Mastery**

He should have the capacity to ensure that HR driven activities towards risk management are supported and aligned with best practices.

Business Operating Environment

- Global HR Management
- **People Risk Management**
- Legal Compliance

■ Compliance Management

Here, the HR practitioner is able to devise means of ensuring that employees adhere to the guidelines to curbing the negative effects of risks in the organisation. The levels are;

□ **Fundamental**

The HR practitioner should be capable of identifying diverse avenues for ensuring adherence to the health, safety, security, and environment policies of the organisation.

□ **Intermediate**

He should be able to ensure adherence to relevant policies, procedures, and legislations.

□ **Advanced**

He should be capable of influencing employees to become champions and advocates of compliance to initiatives that mitigate the prevalence of risks in the organisation.

□ **Mastery**

The practitioner should be capable of assessing HR initiatives towards legal and regulatory compliance in order to ensure its alignment with global best practices and corporate pursuits.

■ Crisis Management

This enables the HR professional to design and implement measures that guarantee the security of people and assets to prevent situations that disrupt normal operations. The levels are;

□ **Fundamental**

The HR practitioner should be capable of identifying measures of safeguarding the organisation from risks.

□ **Intermediate**

He should be capable of executing the guidelines that guarantee safety and security of people and assets.

□ **Advanced**

He should be able to investigate causes of diverse risks in the organization and thereafter design solutions that seek to eliminate them.

□ **Mastery**

He should have the capacity to use data from risk audits to influence HR programmes and initiatives to support organisational culture and pursuits.

Business Operating Environment

- Global HR Management
- **People Risk Management**
- Legal Compliance

■ Data and Information Management

This enables the professional to administer the process of acquiring, collating, safekeeping, protecting, and processing relevant company data to ensure a well-informed approach to the creation of initiatives, standards and policies. The levels are;

□ **Fundamental**

The HR practitioner should be capable of identifying avenues for reaching out to employees on diverse kinds of workplace risks.

□ **Intermediate**

He should be able to acquire, secure, and disseminate appropriate information within the organisation to safeguard employees against risk.

□ **Advanced**

He should be capable of assessing and utilising channels of communication that report the prevalence of risks and standards for limiting them.

□ **Mastery**

He should be capable of monitoring and sharing findings on the external factors that impact risk management initiatives in the organisation.

Business Operating Environment

- Global HR Management
- People Risk Management
- **Legal Compliance**

Legal Compliance

This is an activity that focuses on the knowledge and understanding of applicable laws, legislations, and regulations that can impact on business operations. It is also about designing a work flow that ensures compliance to the laws and regulations established to guide employment relationships.

The HR Professional is expected to be knowledgeable in the interpretation of the diverse laws and regulations in the business environment.

He is expected to use this knowledge to guide the organization in her overall conduct.

Allied Competencies and their Descriptions

- Awareness
- Compliance & Alignment

■ Awareness

This sub-skillset helps the professional stay conversant with applicable laws, legislations, and regulations that impact on all employment matters. The levels are;

□ **Fundamental**

The HR practitioner should know the broad legislations that impact work, workers and the workplace.

□ **Intermediate**

He should be capable of sharing knowledge of relevant laws and legislations within the organisation.

□ **Advanced**

He should possess the knowledge of relevant employment legislations and how it impacts on the performance of the organisation.

□ **Mastery**

The practitioner should be able to ensure a culture of legislation consciousness in the organisation through the design and implementation of relevant strategies.

Business Operating Environment

- Global HR Management
- People Risk Management
- Legal Compliance

■ Compliance & Alignment

This HR professional should be able to design programmes, initiatives and policies that are at par with employment legislations in the different regions where the organisation conducts business operations. The levels are;

□ Fundamental

The HR practitioner should understand the implications of violating employment legislations.

□ Intermediate

He should know how to ensure compliance with relevant laws in the organisation without increasing the risk of litigation.

□ Advanced

He should understand the link between internal policies, procedures and relevant laws in the organisation, and fill in gaps where they exist.

□ Mastery

The practitioner should be capable of ensuring that HR initiatives drive company strategy towards regulatory and legal compliance.

