

MUSA M. RABIU'S PERSONAL PROFILE, CONTRIBUTIONS TO THE INSTITUTE (CIPM) AND LEADERSHIP ACTION PLAN TOWARDS CIPM 2022 – 2024 STRATEGIC PLAN

Personal, Academic Background

Dr. Musa Muram Rabiu, a seasoned professional with over 30 years of rich professional experience, was born 65 years ago in Lokoja, Kogi State. His educational journey began at the Holy Trinity Bishop Crowder Transferred School in Lokoja, followed by studies at Kano Teachers College, Kano, and the School of Basic Studies at ABU, Zaria, where he earned both BSc and MSc degrees in Economics. He obtained his Doctor of Business Administration (DBA) degree from Leeds Beckett University, UK with specialization in strategic decision making in career management, a case organisation of Nigerian National Petroleum Corporation (NNPC).

Dedicated to academic excellence, Dr. Rabiu served as a Lecturer (1986-1990) in the Department of Economics at ABU, Zaria, and Business Administration Department at Baze University Abuja (2016). His professional journey extended beyond academia, as he assumed HR leadership roles at Shell in Nigeria (1990-2008) and The Hague, the Netherlands (1999-2003). With a global perspective, he undertook Shell assignments in the UAE, Oman, Malaysia, Cameroon, Gabon, the UK, and the USA.

Musa's dedication to the field of HR management continued with roles as Managing Consultant at Salsabil Consulting Ltd with service for Federal Ministry of Works (2011); Group HR Consultant at NNPC HQ, Abuja focused on integrating performance management with competence management framework (2012-2017); and Group Chief HR Officer (GCHRO) at Dangote Cement Plc (2017-2021), a pan Africa role with about 20,000 employees, where he successfully implemented HR best practices (e.g. electronic recruitment, succession planning, Management / Graduate Trainees Programme) across countries in Africa (i.e., Nigeria, Ethiopia, Cameroun, Congo, Tanzania, Zambia, South Africa, Ghana, Sierra Leone, and Senegal).

Dr. Rabiu currently serves as the Executive Secretary of the People Expertise & Excellence Foundation (PEEF), a non-profit organization committed to advancing human capital development for accelerated nation building. Established in 2016, PEEF has held consistently annual conferences, with participants from other countries, focused on improvements in the Education (particularly technical vocational training education [TVET]), Health (universal health coverage [UHC]), Manufacturing (agribusiness) and Steel (reviving Ajaokuta Steel Company Ltd) sectors. PEEF presented the respective conference report during courtesy visit to the Minister of Health in 2020 and Minister of Steel Development in 2023.

Noteworthy to state that PEEF is the first organisation in Nigeria to host Mr Johnny Taylor, President of Society of Human Resource Management (SHRM) (USA) in its 2021 special PEEF Virtual Talk (PVT) programme on the topic "The Future of Work in Africa".

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Contributions to CIPM

Dr. Rabiou's contributions to CIPM include his role as the Registrar/CEO at CIPM, Lagos (May 2008 - June 2010), where under the leadership of Dr Oladimeji Alo, as President and Chairman of Council, he spearheaded transformative initiatives, including the rebranding of the Institute (new Logo), Body of Knowledge leading eventually to HRPL, creation of the core values (SCRIPT), reactivated dormant branches (e.g. Kano, Kogi, Benue), and reconstitution of the Adhoc building development committee for the Millennium Building, reconciliation of conflicts in some Branches (e.g. Ogun), the opening of new branches (e.g. Niger), opening of CIPM zonal offices (Ibadan, Kaduna, Abuja and Port Harcourt), digitalisation of thousands of members' manual records, and the introduction of electronic voting (2010 AGM) – a pioneering move in Nigeria's professional associations landscape. CIPM organised HRM training for directorate staff in Federal Ministries under Ms. Ama Pepple as the Head of Service of the Federation and held with PENCOM joint training sessions for HR Managers on implementation of Pension Act. Dr Rabiou was a member of Adhoc committee on design of performance management system set up by the Bureau of Public Service Reforms (BPSR). He attended and supported the South-South CIPM zonal conference in Oyo and received on behalf of the President & Chairman of Council N5 Million donation from then Governor Godswill Akpabio of Akwa Ibom State. And he delivered the Registrar's handover document nicknamed "Mallam's Bible" by staff at the National Secretariat.

Other Contributions

1. Chairman, Delta State Branch. (1998-1999)
2. Member, Strategic Planning, and Implementation Committee. (SPIC) (2006-2007)
3. Guest speaker, Delta State Branch Annual General Meeting (AGM) and Public Lecture (2007)
4. Resource Person/Facilitator of a technical session at CIPM Strategic Leadership Retreat in Lagos. (2007)
5. Represented CIPM as Speaker, Commonwealth Association of Public Administration Management (CAPAM) (2010)
6. Represented CIPM as Speaker, 2010 South Africa Nigeria Health Business Summit (Johannesburg, South Africa)
7. Represented CIPM as Facilitator, Modern Trends in Human Resource Management Workshop for Directorate Cadre of Federal Civil Service in Abuja, (2009)
8. Represented CIPM as Presenter, CIPM Position Paper to the Committee on National Minimum Wage, Abuja (2009)
9. Represented CIPM as Plenary Discussant, 1st National Conference on Employment, Federal Ministry of Labour & Productivity, Abuja (2009)
10. Represented CIPM as Plenary Discussant, Federal Civil Service National Workshop on Strategic HR Management, Abuja. (2009)
11. Elected Member CIPM Governing Council, Lagos. (2011)
12. Moderator at CIPM Abuja Branch Lecture Luncheon (2011)

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13. Appointed by President as Member CIPM Governing Council, Lagos,. (2012)
14. Contributor to review of communiqué of CIPM Annual National Conference. (2012)
15. Paper Discussant at CIPM Abuja Branch Public Service HR Forum (2012)
16. Member, CIPM Public Policy, and Advocacy Committee. (2010 - 2013)
17. Contributed two Articles published in the CIPM HRM Journal. (2011 & 2013)
18. Resource Person at various Mandatory Continuous Professional Education (MCPE) Training programmes (2008-2012)
19. Content Reviewer of Training & Development Study Pack (2013)
20. 'Organisational Champion' at NNPC for CIPM Global HR Competency Study. (2015)
21. CIPM Team Lead that presented formal request on accreditation of CIPM Diploma Certificate in the Federal Civil Service at the technical session of National Establishment Council meeting held in Minna (2016)
22. Chairman, CIPM Management of National Unemployment Committee (MNUC) Adhoc Committee of Council; CIPM President & Chairman of Council presented Report to Professor Yemi Osinbajo then Acting President of the Federal Republic (2015-2017)
23. Chairman CIPM Adhoc Committee on Review of National Employment Policy (NEP). (2018)
24. Nominated CIPM Representative on National Employment Council. (2018)
25. Member, CIPM delegation to the National Establishment Council meeting held in Owerri. (2018)
26. Chairman, Adhoc Committee on Membership Training session for HoSF and State HoS. (2019)
27. Member, CIPM delegation to the National Establishment Council meeting held in Asaba. (2019)
28. Speaker, Conference/ Workshop at CIPM Kogi and Kaduna Branches and Lagos Island Chapter. (2012-2019)
29. Panel Member, CIPM HR Roundtable HQ, Lagos. (2019).
30. Participation in CIPM elections: Governing Council (2012), Vice President (2011 & 2017) and President. (2019)
31. Member, Board of Fellows. (2012 & 2020)
32. Participated virtually in and contributed contents to the knowledge sharing / public lectures organised by Branches in Abuja (Dec 22, 2023, and 2024), Kogi (Dec 2023 and 2024) and Kwara as well as by the North-Central & North-East and South-South Fora. (2023)
33. Submitted personal Memorandum to SPIC on the Review of CIPM Bye-Law. (Dec 2023)

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2022 – 2024 CORPORATE STRATEGY and Leadership Action Plan by Musa Rabiu

	CIPM STRATEGIC IMPERATIVE	LEADERSHIP ACTION PLAN INITIATIVES BY MUSA RABIU
FINANCIAL SUSTAINABILITY	<ul style="list-style-type: none"> a) Drive revenue generation for the Institute. b) Optimise operational cost. 	<ul style="list-style-type: none"> a) Increase Company in-plants & other training and Exams. b) Decrease Bank charges, install solar panels to reduce energy costs and costs of Retreat and Stakeholders engagement.
MEMBERSHIP PERSPECTIVE	<ul style="list-style-type: none"> a) Enhance brand visibility. b) Develop public sector engagement framework. c) Obtain national accreditation for the schemes of service. d) Drive stakeholder engagement. e) Drive reactivation of inactive members through branches. f) Drive national integration of members. g) Drive membership satisfaction. 	<ul style="list-style-type: none"> a) Brand marketing and Annual Public Sector Dinner in Abuja. b) Reinvigorate Public Policy Advocacy Committee. c) Re-strategise CIPM Certificate for grade level 9 entry for Admin cadre. Global recognition of CIPM's HRPL. d) Align with global and local stakeholders for collective improved influence on People Management practices. e) Review and set a new realistic target on reactivation of inactive members. f) Empower underrepresented groups and build inclusive future for all. g) Driving service excellence, optimizing assets for a thriving future.
OPERATIONAL EXCELLENCE	<ul style="list-style-type: none"> a) Optimise the provision of the charter. b) Drive digitisation and automation of process. c) Organise a repository of resources. 	<ul style="list-style-type: none"> a) Conclude and implement review of CIPM Bye-laws. b) Accelerate digitisation of CIPM processes and create AI HR Forum. c) Establish a dynamic Body of Knowledge database supported by Subject Matter Experts. Improve quality assurance of HRPL.
ORGANISATIONAL CAPABILITY	<ul style="list-style-type: none"> a) Develop HQ capability. b) Develop Committee capability. c) Develop Branch capability. 	<ul style="list-style-type: none"> a) Staff Career Development: provide individual development plan linked to closing skills gaps and succession planning. b) Leadership and Functional Development: complete own discipline HR Personal Competence Profile (PCP) and acquire leadership skills. c) Leadership and Functional Development: complete own discipline HR Personal Competence Profile (PCP) and acquire leadership skills..

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2022 – 2024 CORPORATE STRATEGY and Leadership Action Plan by Musa Rabiu

	VALUE PROPOSITION	BRAND VISIBILITY	REGULATORY EFFECTIVENESS
FINANCIAL SUSTAINABILITY	Implement Enhanced Public Sector Value Proposition to attract new members	Attract more corporate Sponsors for High Profile Activities with adequate publicity	Proactive HRPL Renewal Process to get more revenue
MEMBERSHIP PERSPECTIVE	Create a Thought Leadership Forum (Fellows) and AI Forum for especially the young members	Sponsor Electronic Media Programme on membership attraction and retention. Secure global recognition for CIPM and its HRPL.	Peer Review with select professional bodies such as CIPD, SHRM, SABPP, COREN
OPERATIONAL EXCELLENCE	Improve Customer service via Office and online Helpdesk	Excellent execution of High Profile Activities (National AGM, ICE, SHRF, Annual Public Lecture)	Quality Assurance. Improve the online effectiveness of the HRPL for members. Make it seamless and more user friendly.
ORGANISATIONAL CAPABILITY	Continue to expose Leadership, Council Members, Council Committees and Staff to best HR practices	Subject Matter Experts to represent CIPM in Public Advocacy (FGN budget, NASS, public hearing, etc)	Introduce HR Job Competence Profile (JCP) & facilitate assessment for Personal Competence Profile (PCP)

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MUSA M. RABIU'S MANIFESTO FOR CIPM PRESIDENT'S ELECTIVE POSITION

"Building an Inclusive Future for All"

Dear Estimated Members of the Chartered Institute of Personnel Management (CIPM),

I am honored to present myself as a candidate for the esteemed position of President and Chairman of Council of our great Institute. With a deep sense of purpose and a vision to "Build an Inclusive Future for All," I offer a heartfelt appeal to you, and a vision that prioritizes three key areas of focus:

Public Sector Empowerment

1. As your President if given the mandate, I will be a passionate advocate for the empowerment of our public sector members. I am committed to attracting new members from the public sector, supporting the development of their professional capabilities, and ensuring their positive impact on the governance of our nation.
2. I will lead CIPM to support the FGN's agenda on HR professionalization in the public sector based on enhanced membership value proposition. Together, we will elevate the role of public sector HR practitioners as strategic partners in driving organizational success through targeted training and advocacy for improved recognition and career progression.
3. I will support establishing collaborative platforms for knowledge-sharing and best practice exchange between the public and private sectors, fostering cross-pollination of ideas and innovations.

Global Professional Connections with Local Impact

1. Our Institute's global affiliations present a wealth of opportunities for our members. I will leverage these connections to create avenues for global networking, talent exchange, and a wider pool of knowledge-sharing.
2. I will support our members to achieve global professional recognition (i.e., wider recognition of HRPL) and empower members to contribute to the global HR community while addressing the unique challenges and opportunities faced by HR practitioners in Nigeria, ensuring local relevance and impact.
3. I will ensure that our programmes and services are tailored to address the unique challenges and opportunities faced by HR practitioners in the Nigerian context.

Improved Operational Excellence


1. To serve you, our members, better, I will focus on optimizing CIPM's administrative processes and governance structures. By enhancing efficiency, transparency, and accountability, we will foster a culture of continuous improvement and member engagement.
2. Together, we will drive innovation and ensure that CIPM remains a dynamic and responsive professional body, always striving to meet your evolving needs.
3. To improve financial sustainability, we will conduct a feasibility study on the viability of CIPM Enterprise Ltd.

With over three decades of experience in the HR field, spanning the oil and gas, manufacturing, and public sectors, and as a former Registrar / CEO of CIPM (2008-2010), I bring a deep understanding of the Institute's history, strengths, and potential. I am dedicated to leveraging this knowledge and experience to lead CIPM towards a future where inclusivity, excellence, and positive impact define our collective journey.

I humbly seek your support and trust in this endeavor to "Build an Inclusive Future for All" within CIPM and the broader HR community. I commend the achievements by the present and past CIPM leaders. Together, let us continue a path of growth, collaboration, and empowerment that will shape the future of our profession and Institute.

Please cast your vote (6pm April 30 – 10am May 23, 2024) for Musa M. Rabiu as the next President and Chairman of Council of CIPM at the virtual National AGM on May 23, 2024. I would be honored to serve you, and I look forward to the opportunity to lead our Institute to new heights.

With gratitude and determination,



Musa M. Rabiu, FCIPM
Candidate for President / Chairman of Council, CIPM

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Annexure I:

2022 – 2024 CORPORATE STRATEGY and Leadership Action Plan by Musa Rabiu

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MEMBERSHIP PERSPECTIVE	<ul style="list-style-type: none"> a) Enhance brand visibility. b) Develop public sector engagement framework. c) Obtain national accreditation for the schemes of service. d) Drive stakeholder engagement. e) Drive reactivation of inactive members through branches. f) Drive national integration of members. g) Drive membership satisfaction. 	<ul style="list-style-type: none"> a) Brand marketing and Annual Public Sector Dinner in Abuja. b) Reinvigorate Public Policy Advocacy Committee. c) Restrategise CIPM Certificate for grade level 9 entry for Admin cadre. Global recognition of CIPM's HRPL. d) Align with global and local stakeholders for collective improved influence on People Management practices. e) Review and set a new realistic target on reactivation of inactive members. f) Empower underrepresented groups and build inclusive future for all. g) Driving service excellence, optimizing assets for a thriving future.
OPERATIONAL EXCELLENCE	<ul style="list-style-type: none"> a) Optimise the provision of the charter. b) Drive digitisation and automation of process. c) Organise a repository of resources. 	<ul style="list-style-type: none"> a) Conclude and implement review of CIPM Bye-laws. b) Accelerate digitisation of CIPM processes and create AI HR Forum. c) Establish a dynamic Body of Knowledge database supported by Subject Matter Experts. Improve quality assurance of HRPL.
ORGANISATIONAL CAPABILITY	<ul style="list-style-type: none"> a) Develop HQ capability. b) Develop Committee capability. c) Develop Branch capability. 	<ul style="list-style-type: none"> a) Staff Career Development: provide individual development plan linked to closing skills gaps and succession planning. b) Leadership and Functional Development: complete own discipline HR Personal Competence Profile (PCP) and acquire leadership skills. c) Leadership and Functional Development: complete own discipline HR Personal Competence Profile (PCP) and acquire leadership skills..


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Annexure II: Enhanced Membership Value Proposition for the Public Sector



Leadership Action Plan (LAP) → Building an Inclusive Future for All (BIFA)

Public Sector: Enhanced Membership Value Proposition



1. Set up Adhoc / sub-committee to creatively grow membership in the Federal and State public service.

2. Reinvigorate Public Policy Advocacy Committee to articulate public policy issues and robustly engage with the Executive, Legislature and Judiciary arms at Federal and State levels.

3. Set up Public Sector HR Forum / Network (e.g., on WhatsApp) to discuss HR matters in the public sector. This will also engage private sector organisations in the public sector (e.g. HMOs).

4. Hold publicized Annual Public Sector Dinner in Abuja to be attended by SGF, Minister of Labour & Productivity and HOS at Federal and State levels. Target Public Sector Day.

5. Special MCPE (3-Day) to expedite professional development towards award of ACIPM.

6. CIPM to participate in Commonwealth Association for Public Administration and Management (CAPAM) conferences and sign MOU on people management issues.

7. Subject to approval by Council, discounted fee on HRM readiness training for membership and grade promotion in the public service.

8. Subject to approval by Council, offer discounted conference fee for a first time ICE/ conference attendee/ participant.

9. Coaching support (1 hour per month per person) upon registration for CIPM membership.

10. Establish public sector Desk at CIPM HQ with accountable focal person.

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Annexure III: Reenergise Public Policy Advocacy



Vote MUSA for
President CIPM

Leadership Action Plan (LAP) -> Building an Inclusive Future for All (BIFA)



Vote MUSA for
President CIPM

Public Sector: Reenergize Public Policy Advocacy

- 1. Reenergise** Public Policy Advocacy Committee to provide CIPM more visibility in national affairs.
- 2. Explore** CIPM inclusion with other stakeholders in Tripartite Consultation (ILO Convention 144 plus).
- 3. Executive:** engage MDAs on cogent People Management related issues (e.g., EEL).
- 4. Legislature:** participate in public hearing sessions on critical People Management issues
- 5. Judiciary:** engage National Industrial Court (NIC) on critical People Management issues

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Annexure IV: Support FGN's Agenda on HR Professionalisation of the Public Sector



Vote MUSA for
President CIPM

Leadership Action Plan (LAP) -> Building an Inclusive Future for All (BIFA)



Vote MUSA for
President CIPM

Public Sector: Support HR Professionalisation Agenda in the 36 States and FCT.


- 1. Top level strategic engagement:** SGF, HOCSF, HMOLP, Chairman Public Service Commission, State HOS and DG BPSR.
- 2. Re strategise** on grade 9 entry level based on the experiences of COREN, ICAN, ANAN, etc
- 3. Package a pitch** (i.e. video clip) on why CIPM is, by law, the sole regulator of HRM practice in Nigeria. Feature notable serving and retired public servants (Alh Yayale Ahmed, Ms Amma Pepple) as CIPM advocates.
- 4. Ensure availability** of study centers for CIPM exam. candidates in all 36 States and FCT.

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Annexure V: Council, Council Committees and Other CIPM Members



Leadership Action Plan (LAP) → Building an Inclusive Future for All (BIFA)

**Council Members (Elected, Branch Chairs & Committee Chairs),
Council Committee Members and other CIPM Members**



Council Members

- Fair Selection Process:** Elected Members, Branch Chairs (elected) and Committee Chairs (appointed).
- Full Attendance:** expectation of 100% in meeting attendance.
- Intellectual Contribution:** Present a paper or facilitate a training session.
- Competence Self Assessment:** complete own discipline HR Personal Competence Profile (PCP).
- Nomination** for a free Leadership or Management training session per year.
- Industry HR Champion:** expected to aspire to play this role in own industry / sector. Public and Health sectors are a priority.

Council Committee Members


- Fair Selection Process:** National & Branch. Digitalise nomination process based on points system and open to all members.
- Full Attendance:** expectation of 100% in meeting attendance.
- Competence Self Assessment:** complete own discipline HR Personal Competence Profile (PCP).
- Nomination** for a free Leadership or Management training session per year.
- Industry HR Champion:** expected to aspire to play this role in own industry / sector. Public and Health sectors are a top priority.

All CIPM Members

- Explore inclusive participation in CIPM National and Branch activities.
- Participate in Survey and give inputs to enhance current Membership Value Proposition (MVP).
- Maintain & Enhance current MVP.
- Strengthen the impartiality and record retention policies.
- Strengthen appeals of adverse decisions policy of the Institute.


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Annexure VI: Expertise, Age and Minority Factors



Leadership Action Plan (LAP) → Building an Inclusive Future for All (BIFA)

**Diversity, Equity & Inclusion (DEI):
Initiatives based on Expertise, Age and Minority Factors**



Subject Matter Expert (SMEs)

- Thought Partnerships**
- Guest Speaker** at ICE Thought Leaders storytelling / reminiscence session.
- Mentoring:** volunteer to mentor and be recognised.
- Coaching:** volunteer to coach.
- Knowledge sharing:** insights and expertise
- Lifelong Learning:** stay update with industry trends and IT.
- Advocacy:** age-inclusive policies in the workplace.

Youth (< 40 years?)

- Create **AI HR Forum**
- Register **Student Members** on University/ Tertiary Institution Campuses.
- Create **National Youth Council**, umbrella body for student members.
- Advocacy:** policies that support young professionals.
- Coaching:** actively participate as mainly coachees.
- Mentoring:** actively participate as mentees.
- Volunteering:** participate in CIPM volunteer programmes.

Minority/ Disadvantaged Members


- Fair inclusion** and representation on Committees of Council.
- Create **Women in HR Forum** to promote career advancement and empowerment opportunities for women in the workplace
- DEI Champions (DEIC):** participate to promote inclusivity in faculty, committees and governance of the Institute.
- Employee Resource Groups (ERGs):** to provide support, community and career development

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Annexure VII: Staff Members, Study Centers and other Third Party



Leadership Action Plan (LAP) → Building an Inclusive Future for All (BIFA)

Staff Members, Study Center Operators and other Third Party



Staff Members

1. Strengthen the impartiality and record retention policies of CIPM.
2. Fair Selection Process: HQ & Zonal
3. Career Path / Ladder: provide ladder / lattice for marker jobs up to Registrar/CEO.
4. Career Development: provide individual development plan.
5. Progression: implement clear guidelines and processes.
6. Competence Profile: complete own discipline professional competence profile.
7. Nomination for a training intervention session to close skill gap per year.
8. Nomination for a DEI training intervention session to create awareness and apply in workplace.

Study Center Operators & Faculty


1. Strengthen the impartiality and record retention policies of CIPM.
2. Strengthen appeals of adverse decisions policy.
3. Fair assessment and selection.
4. Compliance with conflict of interest requirement.

Other Third Party (Individual & Corporate)

1. Strengthen the impartiality and record retention policies in CIPM.
2. Strengthen appeals of adverse decisions policy.
3. Fair assessment and selection for contract service.
4. Compliance with conflict of interest requirement.
5. Establish MOU where necessary to document relationship.


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Annexure VIII: Specific Initiatives



Leadership Action Plan (LAP) → Building an Inclusive Future for All (BIFA)

Additional Areas for Growth of CIPM Assets & Managing Liabilities



Start New (Initiatives)

1. **Professional Certification Support:** Global Recognition by facilitating access to internationally recognized certifications (e.g., AST & SHRM), enabling professionals to compete effectively in the global marketplace
2. **Professional Development:** Increase content of Digital Literacy in HR training programmes.
3. **Thought Partnership (TP) Forum:** Complement Mentoring with TP particularly for the Elders (>65 years?)
4. **Technology Integration Culture:** Generative AI Forum particularly for the Youths.
5. **Youth Empowerment:** Campus Student Chapters & HR Youth Council umbrella for all chapters.
6. **RPL:** Feasibility to introduce Recognition of Prior Learning (RPL) linked to NBTE' (NVQS).
7. **Membership Engagement:** Automated birthday greetings for all members and standardised protocols to guide announcement / publication of birthdays, etc.
8. **Performance Awards:** Explore Study Center Awards for contribution to Membership Growth.
9. **Fellows' Expertise:** Create HR Community of Practice in the Fellows' WhatsApp platform.
10. **HR Excellence:** Feasibility to introduce new / align Committees: HR Citizens, HR IT, Labour Market & Change Management.

Additional Areas for Growth of CIPM Assets & Managing Liabilities

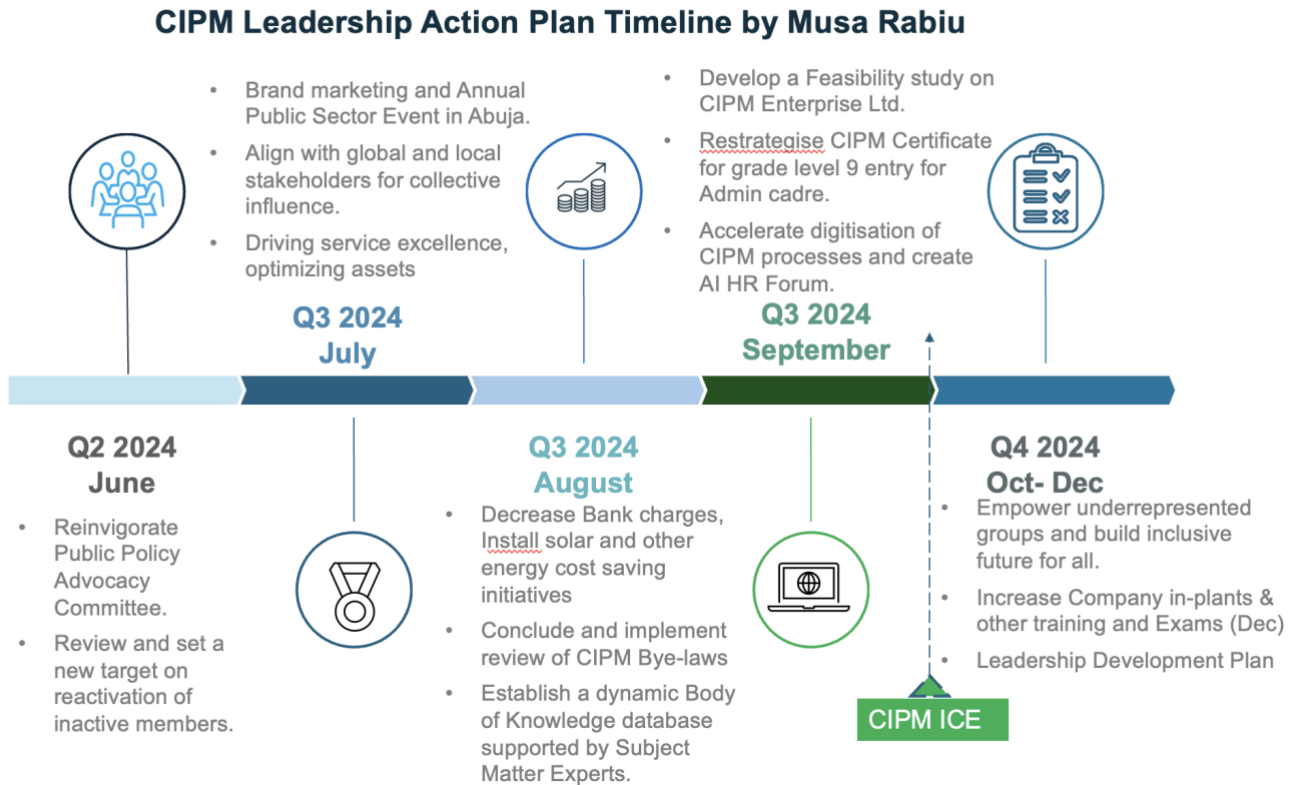
Other Third Party (Individual & Corporate)

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Annexure IX: Indicative Timelines for Action Review



Annexure X: SWOT Analysis of CIPM - Key Issues and Challenges

This SWOT analysis of the CIPM enabled by Generative AI data provides insights into the internal strengths and weaknesses, as well as external opportunities and threats that the Chartered Institute of Personnel Management (CIPM) should consider when planning for future growth, sustainability, and relevance in the HR profession both locally and globally.

Strengths:

- Established Reputation:** With over 55 years of experience, CIPM has built a strong reputation as a leading professional association in Nigeria and abroad.
- Large Membership Base:** Having over 12,000 (20,000?) members signifies a broad network and influence within the HR profession.
- Expertise and Experience:** The institute likely boasts a pool of experienced professionals and experts in personnel management.
- Training Programs:** CIPM's extensive training programs are likely a strength, contributing to the professional development of its members.
- Global Presence:** Having members abroad indicates international recognition and opportunities for collaboration (WFPMA).

Weaknesses:

- Resource Allocation:** Managing resources effectively to support such a large membership base could be a challenge.
- Technological Adaptation:** Ensuring up-to-date technology and digital platforms may be an area needing improvement.
- Governance Structure:** Internal governance processes may need review to ensure efficiency and transparency.
- Skill Development:** Addressing skill gaps among members to meet evolving industry demands could be a weakness.
- Competition:** Facing competition from other professional bodies may require strategic differentiation to maintain relevance.

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Opportunities:

- a) **International Expansion:** Leveraging the global presence to expand membership and partnerships internationally (e.g. with a Branch in Europe based in Brussels).
- b) **Technological Integration:** Embracing technology for online training, networking, and member engagement. Explore Learning Management System (LMS) if it does not exist at CIPM HQ.
- c) **Strategic Partnerships:** Collaborating with international HR bodies for knowledge exchange and joint initiatives. Explore opportunities as proposed in the Leadership Action Plan (LAP).
- d) **Professional Development:** Offering specialized certifications or programs to enhance members' skills and competencies. Create new training offerings such as on HMO for HR practitioners.
- e) **Industry Influence:** CIPM using its reputation to influence HR policies and practices nationally (e.g, Executive, Legislative and Judicial arms of government) and globally.

Threats:

- a) **Economic Uncertainty:** Fluctuations in the economy could impact funding for training programs and membership growth. Deploy the Grow the Asset and Sweat the Asset strategy to enhance financial sustainability.
- b) **Regulatory Changes:** Adapting to evolving labor laws or regulations may pose challenges for CIPM's operations. CIPM to collaborate strategically more with the FmoLE, NIC, NECA, MINILS, TUC, NLC, etc.
- c) **Technological Disruption:** Failure to keep pace with technological advancements could lead to obsolescence in service delivery. The ICT capability will be reviewed and enhanced.
- d) **Talent Retention:** Retaining top talent within the CIPM amidst competition from other professional bodies is a threat. Management would ensure a competitive compensation within the market (i.e. peer organisations).
- e) **Global Competition:** Increased competition from international HR associations may impact CIPM's market share and influence. Collaboration with Chartered Institute of Personnel and Development (CIPD), Society of HR Management (SHRM), American Society for Training (AST) and South Africa Board for People Practices (SABPP) would be explored as a counter move.

Annexure XI:

**Vote Musa
for President CIPM**

Core Values - PIPESIR

- Professionalism
- Integrity
- Productivity
- Excellence
- Service
- Inclusiveness
- Respect



**Vote Musa
for President CIPM**

Core HR Competences

- Talent Management/
Recruitment
- Performance Management
- Competence Management
- Learning and Development
- Succession Planning
- Diversity, Equity &
Inclusiveness

DISCLAIMER: This campaign material is authorised within April 30 - May 15, 2024, 4pm deadline in accordance with CIPM Electoral Committee guidelines. Any publication otherwise is hereby disclaimed by the presidential candidate.