



The Professional Body of HR Practitioners in Kenya

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**INSTITUTE OF HUMAN RESOURCE MANAGEMENT
(The Professional Body of HR Practitioners in Kenya)**

2016 - 2020

STRATEGIC PLAN

“Transformed, Connected and Impactful”

JULY 2016

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FORWARD

The Institute of Human Resource Management is firmly committed to providing efficient and effective service delivery to its members and the public in general. To actualize this commitment, strong emphasis has been placed on the five pillars of the HRMP Act being; Membership Registration, Issuance of Practicing Certificates, Offering Continuous Professional Development (CPD), HR Governance and HR advocacy.

In this regard, the Human Resource Professionals have realized the importance of having a professional body that caters for their professional needs. It offers the opportunity of interacting with fellow professionals as they share latest HR trends in the market and more especially provide a voice to national concerns that affect the sector. In fact, human resource departments are heavily benefiting from the services currently offered by the Institute.

As part of the Councils' determination to improve service delivery, the Council has developed the 2016/2020 Strategic Plan to serve as a guide. Its purpose is to communicate with the members on the Institute's goals, the actions needed to achieve those goals and all other critical elements as provided for in the HRMP Act.

In this Strategic Plan, the Council has set priorities, focused our energies and resources, strengthened operations, and ensure that employees and other stakeholders are working towards the common goal of the Institute, in response to the rapidly changing environment. However, it is through the members intellectual contributions that has produced fundamental decisions and actions that shape and guide what the Institute is, who it serves, what it does, and why it does it, with a focus on the future.

Elijah Sitimah
National Chairman

EXECUTIVE SUMMARY

Here in the Institute, we seek to provide a range of focused services to cater for member's demands while serving specific needs of different segmentation in the HR market. We have innovated value propositions to meet the new and emerging needs of the society. In totality, these services will create and offer lifelong value to our members. By doing this therefore, it has enhanced our ability to build a wide membership base.

We will continuously advocated for good HR practices, good governance and proper standards in the HR sector, a proactive approach to influencing legislation, policy, regulatory framework and any other matter affecting the HR sector in Kenya with a view of securing the space of our members. In this way, the Institute is making its contribution towards the realization of a noble course for the benefit of the Country.

We endeavour to focus on and meet the needs of our members more effectively by putting in place strong governance structures, systems and an effective and efficient secretariat that delivers quality and lifelong value to our members. IHRM will continuously focus on building its

capacity in terms of soft and hard infrastructure in order to enable the promotion of good practices and standards.

To enhance capacity of our members, the Institute has established the Examination Board as provided in Section 16 of the HRMP Act and as part of our efforts to promote professionalism and standards in Kenya.

To achieve visibility, the Institute uses a variety of technologically enhanced strategies and channels including the internet, both the electronic and print media outreach to accomplish our effort of promoting the Institute and our newly branded products and services. Here, the communication strategy is to ensure that the Institute's statutory roles, its mission, value and the work supports the growth of the HR profession and its performance is properly communicated to a broad audience.

Samson Osero
Executive Director

ABBREVIATIONS AND ACRONYMS

CHRP	Certified Human Resource Professional
CPD	Continuous Professional Development
FKE	Federation of Kenyan Employers
HR	Human Resource
HRMP	Human Resource Management Professionals Act
IHRM	Institute of Human Resource Management
KAM	Kenya Association of Manufacturers
SWOT	Strengths, Weaknesses, Opportunities and Threats

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1 Introduction

Successful organizations have a strong sense of focus and a passion to achieve excellent performance. Everybody understands the business of such focused organizations. There is commitment to achieve corporate objectives. These organizations are guided by clear proactive strategies. Strategy is essential in providing corporate direction and focus. Such strategy specifies how an organization will move from its present position to its desired future; clarifies an organization's strategic positioning; and indicates how an organization will secure sustainable advantage. Organizations articulate their strategies by going through a structured strategic planning process. This offers a periodic opportunity to take stock and to challenge the conventional wisdom. It also provides the inspiration to develop and to ultimately determine the best fit in the prevailing circumstances that guarantees an organization's competitive advantage. The outcome of this process is a strategic plan which is a blueprint for managing the organization.

The Institute of Human Resource Management (IHRM) is the professional organization for Certified Human Resource Practitioners in Kenya. It is responsible for the regulation through registration of HR professionals, issuing of Practicing Certificates and govern the entry, conduct and ethics of HR professionals. It promotes the application of best HR management policies and practices at the workplace. Its functions include promotion and development of professional standards of conduct and competence for HR Practitioners; collection and dissemination of information on HR issues, trends and challenges; promotion of HR research; undertaking national advocacy on HR matter; and establishment and development of strategic partnerships with other national and international bodies concerned with Human Resources Management. In addition, IHRM supports initiatives aimed at promoting appropriate legislation, policies and programmes for enhancement of productivity at both organisational and national levels. The continued dynamism and complexity in the HR environment calls for heightened strategic thinking and positioning in order to remain relevant and competitively carry out its mandate. This necessitates an objective assessment of the Institute's operating environment and the development of the strategic plan for the period 2016-2020 is part of this strategic thinking. It is expected that this plan will align everybody to excellent service delivery.

1.2 Background

The Institute operates within a context which comprises of the policy and legal frameworks as well as the socio-economic and political arena. The main contextual components which have been important in the Institute's strategic planning include: the Kenya Vision 2030; the Constitution of Kenya 2010 and the HRMP Act No. 52, 2012.

IHRM is established under the Human Resource Management Professionals Act No. 52 of 2012, Laws of Kenya. During the last strategic plan period (2012 – 2015), IHRM made notable strides in achieving strategic targets in the thematic areas of membership services, legislation of HR profession, HR education and training, branch network and mobilisation of financial resources.

This Strategic Plan whose theme is “transformation of the HR profession in Kenya,” charts out the future direction of IHRM in the light of its vision, mission, values and the nature HR issues and challenges will be tackled in which, in this regard, IHRM will redefine and prioritise its strategic targets and devise innovative approaches for realising them. It will also identify required intervention programmes for each strategic target to be operationalized over the next five (5) years.

1.3 Rationale for the strategic plan

In developing the Strategic Plan, we recognized that IHRM faces several challenges and lags behind on advocating and lobbying for the inclusion of people management at the workplace in national programmes and policies. It also lacked representation in various national taskforces and commissions. Hence, the need for new levels of creative thinking, collaboration, distributed leadership, resource mobilization and a dynamic advocacy culture, which will be critical given the dynamic nature of the HR profession today and the increased expectations placed on the profession.

We therefore plan to focus on innovation and thus the Strategic Plan proposes a series of robust initiatives aimed at revitalizing the way we develop and regulate HR profession in Kenya. More importantly, the Strategic plan aims at achieving a balance between a strong self-regulatory regime and service to members.

Together; the core activities, strategic initiatives and foundations we establish will represent a distinct identity – a sense of what we want to be known for in Kenya and beyond.

In recognition of the fact that our members, are expected to be effective in their work by adding value to those who rely on them including their clients, employers and the public in general, we have adopted strategies aimed at helping members meet and exceed the expectations of the users of their services. By so doing we will create and offer lifelong value to

our members.

This Strategic Plan therefore provides a road map on key strategies in the areas of governance and public accountability.

1.4 Primary Objective of IHRM

The primary objective of IHRM is to develop and regulate the HR profession in Kenya.

1.5 Functions of IHRM

The Human Resource Management Professionals Act No. 52 of 2012, Laws of Kenya, prescribes the following functions for the Institute:

- (a) Establish, monitor and publish the standards of professional competence and practice amongst human resource professionals;
- (b) Register persons who meet the required professional and ethics standards;
- (c) Promote research in human resource practice and related matters,
- (d) Publish books, periodicals, journals and articles on human resource;
- (e) Provide a medium for communication and exchange of information, knowledge and ethical standards for those persons engaged in the field of human resources management;
- (t) Network with regional and international related bodies to promote and develop progressive human resource management practices;
- (g) Hold examinations and prescribe tests of competency deemed appropriate to qualify for membership and certification by the Institute;
- (h) Advise the Examinations Board on matters relating to examination standards and policies;
- (i) Advise the Registration Committee on matters relating to registration;
- (J) Regulate the practice, competence and professional conduct of human resource professionals;
- (k) Promote and protect the welfare and interests of the human resources profession;
- (l) Promote inter-professional collaboration with other professional bodies; and
- (m) Carry out any other functions prescribed for it under any of the provisions of this Act or under any written law.

Vision and Mission

Vision

“To be a globally recognized Human Resource Professional body”

Mission

“To regulate, develop and promote recognized Human Resource Profession in Kenya through:

- Enhancing competence and capabilities of Human Resource Professionals whilst serving public interest.
- Supporting innovative and transformative Human Resource Practices and Standards.
- Building Sustainable Institutional Capacity and Collaborations.
- Human Resource Research, Publication and Knowledge Development

Credo:

Transformed; Connected; Impactful

Core Values

- Transparency and Accountability;

IHRM will be accountable and transparent in the provision of regulatory services and related activities.

- Professionalism;

IHRM will uphold high standards of professionalism, integrity and excellence in our service delivery.

- Innovation;

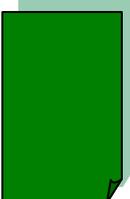
IHRM will continuously embrace innovation, creativity and transformation while leveraging on Technology in execution of our operations.

- Compliance and Green Practices;

IHRM will endeavour to be compliant with the Law and adopt emerging green practices.

- Business Acumen;

IHRM will strive to acquire and apply business acumen initiatives in Human Resource practices



CHAPTER 2

STAKEHOLDER ANALYSIS

Stakeholders are individuals or organizations who may benefit or lose from the success or failure of an organisation in which they have an interest. The expectations of stakeholders need to be considered in the strategic planning process. Stakeholders may hold different views on intervention programme of the organization that is expected to meet their needs. Below is the analysis of IHRM stakeholders who are likely to be impacted by (or might have an impact on) its planned initiatives and programmes.

Stakeholder analysis assists us to view IHRM as an entity through which varied stakeholder interests are coordinated and reconciled. Through this, organizations that the Institute depends on as well as those that the Institute supports for the successful delivery of the Institute's mandate were identified. This is important because IHRM must design strategies to ensure that the needs and interests of primary stakeholders are addressed. It is on the basis of the situational analysis that strategic issues and strategies are determined.

2.1 HR Professionals

At present no legislation exists in Kenya that governs the entry and conduct of people that work in HR. The Government has enactment legislation to provide structures for national certification of HR professionals, registration as HR professionals, annual renewal of practising certificates and disciplinary mechanism for breach of professional standards of conduct and ethics. The HR professionals lack mechanisms to influence national policy on HR matters and even advocate for utilization of best HR practices at the workplace. To obtain representation of HR professionals on national HR issues, IHRM will seek and promote active participation of HR professionals in HR decision making at all levels. IHRM will also mobilise resources to address issues of growing the HR profession and enhancement of HR service delivery at organisation, national and regional levels.

2.2 IHRM Members

IHRM provides its members with opportunities for continuing professional development, networking to exchange ideas and share experiences, and accessing HR information and learning resources. However, it is yet to be recognized as the national voice of its members on HR issues. In this regard, it will provide regular forums for advocacy on HR issues and seek political support/credence to air views on HR issues

and policy guidelines. It will also involve its members on relevant HR intervention programmes and encourage information sharing through mounting for HR advocacy workshops.

2.3 IHRM Students

The development of capacity for human resource management continues to be a priority area for national development. Existing and potential HR professionals, some of whom are students, need to continually build their capability to cope with emerging issues at the workplace. Besides the core functions of the Institute, IHRM will collaborate with local universities to harmonize HR curriculum offered by local Universities.

2.4 IHRM Staff

IHRM recognises staff as the most important asset for pursuing its mission. The current IHRM staff mix consists of full-time staff and Associate HR trainers. IHRM will support staff development initiatives which will equip them to meet the challenges of the growing HR profession in Kenya. IHRM will offer fair and competitive remuneration to staff, to provide a conducive working environment and promote the utilization of ICT in membership service delivery.

2.5 IHRM Clients

IHRM clients are corporate organizations that sponsor their employees to CPD programmes. The client-IHRM relationship has been cordial with most clients referring business inquiries to the Institute. IHRM will continue to maintain long term partnerships with its existing clients and regularly review its service delivery standards. It will also search for new clients and develop required client service delivery systems including post- service delivery support whenever applicable.

2.6 Media

The media is an important vehicle for HR advocacy awareness, and for information dissemination. However, IHRM has not developed a framework for dealing with the media in managing its publicity. To address this gap, IHRM will develop partnerships with different media in Kenya and in the region. Through the media, it will sensitize various target audiences on its HR agendas and contribution to national and regional HR debate. Since the media reaches out to a wide public and has great potential to create awareness of HR policies and best practices, IHRM will use the media to disseminate current information on HR matters.

2.7 Government.....

2.7 Institutions of Higher Learning

Universities in Kenya and in the region have not given HR research the priority it deserves. Unlike in the developed countries, there are weak linkages between institutions of higher learning and the industry. IHRM has not collaborated with any local university on HR research. During this Strategic Plan period, IHRM will initiate collaboration efforts with selected universities to conduct HR research for industry consumption. Such HR research will be utilized to inform the development of innovative best HR management practices.

2.8 Key Success Factors

The key success factors for IHRM will be achieved through;

- Relentless communication with members
- Efficient and enhanced member services
- Operationalization of the HRMP Act
- Establishing strong regional network
- Creating strong structures
- Increased membership
- Entering new partnerships/Collaboration
- Enhanced visibility of the IHRM brand
- Linking the IHRM brand with superior services
- Full implementation of the CPD calendar
- Acquisition of the HR centre
- HR publications and research
- Compliance with the professional requirements, code of ethics and standards
- Protection of public interests

2.9 The Strategic Plan Process

Preparation of this strategic plan 2016-2020 took a participatory approach to ensure consultations with stakeholders. Several meetings and workshops were held with management and employees. The first Strategic Plan retreat of the Council was held in July 2016 where the strategic direction was set.

CHAPTER 3

3.0 SITUATION ANALYSIS

3.1 Introduction

This chapter provides an analysis of how internal and external environments influence the operations of IHRM. The analysis of the internal environment identifies the strengths and weaknesses of the Institute. The analysis of the external environment identifies the opportunities available and the threats that may affect its operations in the implementation of this strategic plan.

This situation analysis, therefore, presents a critical assessment of the environment in which IHRM operates. It determines “where we are now” to form a basis for the development of strategies.

3.2 SWOT Analysis

An analysis of the strengths, weaknesses, opportunities and threats (SWOT) was carried out to identify IHRM’s internal strengths and weaknesses (internal analysis) in relation to external opportunities and threats (external analysis). The basis for this analysis is to identify and take action to leverage the strengths and opportunities and eliminate or cope with weaknesses and threats.

3.3 Internal Environment

An effective strategy takes advantage of the organization’s opportunities by building on its strengths, and warding off threats by avoiding them or by correcting or compensating for weaknesses. On the basis of the SWOT analysis the following has been identified as strengths, weaknesses, opportunities and threats of IHRM. Key success factors are also an integral part of situation analysis and are therefore included in this chapter.

3.4 Strengths

Strengths that IHRM should build on include:

- A strong and protected position institutionalized through the HRMP Act to develop and regulate the HR profession;
- A significant and still growing membership base;
- Wide database of competent HR professionals;
- Governing Council with new mandate;

- Recognition of IHRM as a state agency;
- Establishment of HR Examinations Board;
- The existence of IHRM branch network outside Nairobi and,
- The Institute is the leading and the first one of its own kind in East Africa.

3.5 Weaknesses

Some of the weaknesses of IHRM include;

- The current structure is not adequately supportive of the environmental dynamics;
- Inadequate mobilization of members;
- Few strategic partners;
- Weak and not fully structured branch network outside Nairobi;
- Underutilized website and social media;
- Weak in advocacy and lobbying for HR issues;
- Lack of documentation of HR best practices and case studies;
- No formal knowledge management systems;
- No outreach programmes;
- Not yet recognized as national voice for HR professionals;
- No representation at national level on HR issues;
- Limited value adding professional services and,
- Inadequate mechanism for feedback from members.

3.6 Opportunities

The Opportunities that exist in IHRM to develop and regulate its contributions and that of its members to the national economic growth and development include;

- The opportunity to amend the HRMP Act to make it better;
- Mobilisation of the potential members;
- Partnership with other professional bodies e.g. ICIPAK and LSK;
- New Labour Laws that offer opportunities of lobbying and advocacy for its members;

- Presence of Civil society organizations that advocates for professionalism;
- Potential for partnerships with the county governments;
- Realigning of the HR curriculum with the expectations of labour market;
- Devolution and,
- The promulgation of the Public Private Partnership Act.

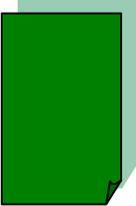
3.7 Threats

The institute will have to deal with existing and potential threats that emanate from the following;

- Changing legislations, conventions and recommendations;
- The potential likelihood for litigation based on the HRMP Act;
- Devolution;
- The dynamic nature of the HR membership;
- Poor economic situation and finances limiting member registration;
- Rapidly changing business environment presents significant challenges in maintaining the profession's relevance in business and economic life and,
- Generation values - Young professionals have high expectations.

3.8 Key Success factors

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CHAPTER 4

STRATEGIC DIRECTION

4.1 Introduction

This chapter provides the strategic direction that IHRM intends to take in the 2016-2020 Strategic Plan period. From the situational analysis, IHRM has identified issues to be addressed. These issues cover the need to: enhance and entrench quality and relevance in research and policy advice; strengthen the capacity building mandate of the Institute; enhance strategic communication; expand, strengthen and sustain partnerships and networks; enhance staff development and productivity; continually improve staff welfare; and enhance the long-term sustainability of the Institute.

Fuelled by progress made over the last five years, IHRM intends to exploit opportunities available despite the prevailing socio-economic hardships in Kenya. The strategic plan proposes a number of initiatives that constitute the framework of action programs. These initiatives seek to broaden the activity base of the Institute to address new areas of interventions while simultaneously seeking to enhance internal strength. In pursuing these initiatives, IHRM will give practical meaning to the intentions stated in the mission. While striving to take on new initiatives in conformity with the themes in this strategic plan, consolidation of its regulatory role portfolio is equally important. In this regard, it should consolidate and expand this unique mandate.

4.2 Strategic Themes and Objectives

A strategic issue is a fundamental challenge affecting an organization's mandate, mission, products, services and clients. Based on the strategic analysis, IHRM will adopt innovation and creativity; flexibility, relationship building, partnering and team approach strategies. The following five strategic themes are identified for the current Strategic Plan period:

- Enhance member services
- Building sustainable institutional capacity
- Establishing HR Examination Board
- Operationalization of the HRMP Act
- Enhance HR visibility and branding

4.2.1 Theme 1: Enhance member services

Issue

IHRM seeks to develop and support its members professionally so that they can discharge their services for the public good.

Strategic Direction

IHRM will seek to provide a range of focused services to cater for the member's common needs and specific needs of different segments. To this end, the Institute will continuously innovate value propositions to meet the new and emerging needs. In totality these services will create and offer lifelong value to the members. Doing this will enhance the Institute's ability to attract members. This intends to be realised through the following strategies:

- Growth in IHRM membership base;
- Strengthen regional network;
- Full implementation of the CPD calendar;
- Compliance with the law, HR standards and practices;
- Establishing HR Research Centre;
- Enhanced Publications and research and,
- Development of mentorship and coaching programmes.

4.2.2 Theme 2: Operationalization of the HRMP Act

Issue

The passage of the HRMP Act presents immense opportunities for improved governance and accountability in HRM which will result in better value for the profession and the public. The Institute in this plan period will operationalise the Act.

Strategic Direction

IHRM will continuously advocate for good HR practices, good governance and standards in the HR sector of the economy by taking a proactive approach to influencing legislation, policy, regulatory framework and any other matters impacting on HR in Kenya. By so doing, the Institute will make its contribution towards realising this noble course for the benefit of the country. These will be achieved by doing the following:

- Registration and renewal of membership;
- Membership upgrading;
- Issuance of practising certificates to qualified HR professionals;
- Establish the Disciplinary Committee;

- Review and gazettelement of the Code of Conduct;
- Lobby for the amendment of the HRMP Act;
- Ensure compliance with provisions of the HRMP Act;
- Enactment of various rules and regulations;
- Setting up of various committee and
- Organizing for civic education on provisions of the HRMP Act among the members.

4.2.3 Theme 3: Building sustainable institutional capacity

Issue:

To effectively deliver value to members and other stakeholders the Institute must put in place effective structures and ensure adequate resources for long term sustainability.

Strategic Direction:

The Institute in its endeavour to focus on and meet the needs of its members effectively will put in place strong governance structures, systems and an effective and efficient secretariat that delivers quality and lifelong value to members. IHRM will continuously focus on building its capacity in order to set up standards as a basis of regulating HR practices, while ensuring good governance and in a constantly changing environment. Therefore, to achieve this, the Institute will focus on the following:

1. Enhance governance by putting up structures of the council, carry out effective board meetings, which will lead to efficient and sustainable institutional management.
2. Financial sustainability through enhancement of member's CPD, cost control, acquisition of HR Centre and revenue generation from Examination Board
3. Efficient and Effective Human Capital Management
4. Leveraging on the use of ICT
5. Continuous monitoring and evaluation of the Strategic Plan
6. Developing risk management strategy through seeking proper legal advice, adopting inclusiveness and creation of risk management framework.

4.2.4 Theme 4: Establishment of Examination Board

Issue

The creation of an Examination Board is vital for a number of reasons. First, it is a tool for enabling the training and help improve the competence of HR professionals in Kenya and secondly, it will be a revenue generating avenue to the Institute.

Strategic Direction

IHRM will establish the Examination Board as part of its effort to enhance its capacity to enable it promote good HR practices, good governance and standards in Kenya. The actualisation of this project will entail the following:

1. Acquisition of office space
2. Constitution of the board and secretariat
3. Advise the board on the curriculum
4. Review of the proposed CHRP programme
5. Enrolment of students into the CHRP programme
6. Development of CHRP exams
7. Sensitisation and communication to training providers
8. Proper administration of CHRP programme

4.2.5 Theme 5: Enhance HR visibility and re-branding

Issue

To be recognised as the voice of the HR profession in Kenya, while promoting the visibility and the brand of HR globally.

Strategic Direction

The Institute uses a variety of strategies and channels including the internet, media outreach to continue its efforts of promoting the HR Brand. The strategic goal is to ensure that the Institute's statutory roles, its mission, values and its work supports the growth of the HR profession while its role is effectively communicated to a broad audience. To achieve this, the Institute will do the following:

- Relentless Communication with the members, stakeholders and the public;
- Actively engage the media in increasing awareness;
- Protect public interest;
- Re- brand itself effectively;
- Create network through partnership and collaborations and,
- Re-launch the Institute.

5.1 Monitoring and Evaluation at Council Level:

The implementation of the strategic plan shall be closely monitored to ensure its accomplishment. The monitoring process will help determine whether the implementation is on course and establish the need for any amendments in light of changes. Monitoring, follow-up and control systems will be established at all levels. These will include collection and analysis of data, progress reports, review meetings and reports, budgets and budgeting control systems and reports from special committees/ consultants. These are discussed here below.

Review meetings will be held between the management and the Council. During these meetings, the Council will receive and review progress reports from the management indicating overall progress made on key strategic objectives. The nature and scope of reporting will include:

- **Progress made against plan and Causes of deviation from plan**
- **Areas of difficulties and alternative solutions that may adversely affect implementation**

5.2 Monitoring and evaluation at management level:

The strategic plan alone does not mean the achievement or implementation of this strategy and its objectives. Monitoring and evaluation provides the back-up necessary to ensure that objectives are achieved. During the formulation of the strategy, the implementation plan indicators and projections are sometimes based on past experiences.

These, however, may change in the course of the implementation and thus a management control system will be necessary to ensure the plan stays on course.

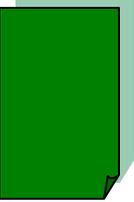
(a) In carrying out the management control function at management level, the following measures will be considered:

- Performance standards and targets
- Performance measurements or indicators
- Performance evaluation (staff, mid-term, internal and external)

(b) The strategic control mechanism will include:

- Action plans
- A check whether results produced by the implemented activity were those forecasted as outputs and whether they were achieved according to stated performance measurement

The Executive Director will be in charge of strategy development and will be tracking specific activities associated with the implementation of the plan. A mid-term evaluation of this strategic plan will be conducted towards the end of 2017.



CHAPTER SIX FINANCIAL RESOURCING

6.1 STRATEGIES FOR RESOURCE MOBILIZATION

Traditionally, IHRM internally generated funds has come from mainly membership subscription and Professional Development training. Circumstances have changed with the enactment of the HRMP Act No. 52, 2012.

Reliance on membership dues may expose IHRM to severe financial limitations since it cannot sufficiently support the Institute's operations. In the light of scenario, IHRM will explore and seek to progressively diversify its sources of income. Over the plan period, IHRM will seek additional funding through non-traditional sources.

With increasing demand for HR knowledge and skills, IHRM has realized the need to strengthen its resource mobilization capacity. During the plan period, resource mobilization committee will be instituted at Council level to ensure adequate program funding.

Sourcing for funds from non-dues and other involvement in projects/programs must be deepened. This would require increasing involvement of Council members and staff to identify areas of operational interest and support. All these efforts will make meaning once IHRM formulates a resource mobilization strategy.

6.2 ASSUMPTIONS AND RISKS

The envisaged objectives of the Strategic Plan will only be realized if the conditions in the internal and external environment do not change in ways that are not anticipated at the time of its preparation. There may be potential factors and events whose occurrence may threaten the degree to which the planned objectives may be met. Whereas these factors and events may happen, it is generally assumed that the impact will not be significant to undermine implementation. The following are the assumptions and risks for the implementation of IHRM activities over the plan period:

6.2.1 Key Assumptions

In establishing the 2016-2020 Strategic Plans, the following assumptions have been made;

- That all resources required for the implementation of this strategic plan will be availed
- That the staffing levels in the organization will be optimally maintained
- That there will be an adequate policy to develop and regulate the HR profession
- That the ICT function will be strengthened to respond to the growing needs of the organization
- That membership will increase

6.2.2 Major Risks

IHRM main risks in the realization of the plan include the following:

- Decrease in membership
- Inadequate Financial allocation/ mobilization
- Resistance to change
- Adverse changes in Government policies
- Limited support from key stakeholders

CHAPTER SEVEN

IMPLEMENTATION MATRIX

THEME 1: ENHANCE MEMBER SERVICES

Strategic Objective 1: To grow Institute Membership by 20% per year and enhance existing member retention ratio by 95% of active members

Strategy	Activities	Time Frame	Target/Expected Output	Performance Indicator	Responsibility	Status	
Continuously improve member services	Undertake a baseline member satisfaction survey			Survey Report			
	Undertake a Know your Member program through; <ol style="list-style-type: none"> 1. Continuously update the member database 2. Segregate members by age, occupation, counties etc. 3. Develop products for special interest groups 			Report of members and their details			
	Develop a service charter			Service Charter			
	Increase members' awareness of and their participation in the Institute's wide range of activities organized for professional and recreational interests	Continually				Marketing	
	Provide e-resource centre to link members to other resources					IT Department	

Strategy	Activities	Time Frame	Target/Expected Output	Performance Indicator	Responsibility	Status
Provide value addition services	Design, package and market products and services to targeted membership groups according to their demographics, industry sectors and occupational needs					
	Identify and create alliances with other organizations to deliver a choice of personalized products and services to members			No. of alliances		
Lobby or provide advocacy on behalf of members	Monitor the regulatory environment to ensure that only those laws, regulations and policies that impact positively on the Institute, members of the Institute and the HR profession in general are enacted.	Continually				
	Provide members with web-based support for career planning and advancement.					
	Identify and provide career opportunities for members.					

Strategy	Activities	Time Frame	Target/Expected Output	Performance Indicator	Responsibility	Status
Ensure effective delivery and marketing of various products and services to members and potential members	Increase awareness of the various products and services available to the HRP either from the Institute or its partners			Various products	Marketing Department	
Enhance Networking among members	Mount member networking forums				Value Additions & Services Department	

Strategic Objective 2: Develop and Implement a demand driven and effective CPD Program

Strategy	Activities	Time Frame	Target/Expected Output	Performance Indicator	Responsibility	Status	
Enhance members' skills and competencies	Achieve 100% implementation of the CPD calendar	Annually		Report on Trainings conducted Vis-à-vis CPD Calendar	Training & Development Department		
	Increase compliance to the structured CPD requirements by 20%. Measured as a proportion of total CPD units awarded against the total CPD units for active members.						
	Achieve a rating of excellent in the quality of CPD events through timely participant's feedback	Continually			Rating reports	Training & Development Department	
	Diversify the CPD programmes by developing at least 2 new products per annum (enhance participation by	Annually			Specific new events developed	Training & Development Department	

Strategy	Activities	Time Frame	Target/Expected Output	Performance Indicator	Responsibility	Status
	regulators/ major employers in CPD calendar formulation)					
	Develop, administer and examine tailored courses to address emerging and highly specialised areas			Specific tailored courses developed	Professional Division	

Strategic Objective 3: Provide Technical support to members to enhance their skills and competences

Strategy	Activities	Time Frame	Target/Expected Output	Performance Indicator	Responsibility	Status
Support the professional, business needs of all members	Provide technical bulletins and other technical support and advisory services aimed at improving members' technical know-how	Continually				
	Establish a database of frequently asked queries (FAQs) and post on the website			Database		

