



HR PRACTICE NEEDS

SURVEY REPORT 2024

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CIPM Headquarters

CIPM House
1 CIPM Avenue, Off Obafemi Awolowo Way,
Opp. Lagos State Secretariat,
Alausa, Ikeja, Lagos
P.O.Box 5412, Marina, Lagos
07001237555
info@cipmnigeria.org

Abuja Office

Azuka Diali House
Plot 17, Benghazi Street, Wuse Zone 4, Abuja, FCT
08067309189, 08033328283
northcentralzone@cipmnigeria.org
Web: www.cipmnigeria.org

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Foreword

This year's CIPM HR Practice Needs Survey Report is the first of its kind from the Institute. It presents the pressing needs of HR Practitioners in Nigeria ahead of 2024. Our vision is to make this publication a reliable and trusted annual HR Needs and Outlook compendium for professionals.

The report highlights the key practice areas where HR professionals need to be supported in 2024 and recommends possible interventions that they can engage in to deliver success in each area. The report has also mapped the required competencies every HR practitioner should develop to be properly equipped to deliver value in their organisations.

Acknowledgments

Special appreciation goes to the Research and Publications Committee of Council under the leadership of Prof. Funke Amobi, FCIPM for this pioneering work. This 'treatise' is a testimony to the quality of professionals we have in abundance in our Institute. Equally noteworthy is the intellectual sagacity of the Research Sub-Committee comprising Dr Olumuyiwa Oludayo, MCIPM, Dr Funke Medun, MCIPM, Dr Michael Ogu, MCIPM, Adeyemi Emmanuel Dasouza, ACIPM, Elizabeth Ehindero, ACIPM, Jimoh Adams Lukman, ACIPM, and David Oye-Igbemo, ACIPM.

Let me also spare a moment to say a big thank you to the HQ team on this project as coordinated by the Director of Professional Standards and Development, Mr Gbenga Odetunde, ACIPM, and the Technical Assistant to the Committee, Miss Charity Nwaigbo, MCIPM for their role in birthing this novel work for our beloved Institute. Sincere appreciation to Mr John Moteh, ACIPM, Team Lead, Learning & Consultancy, as well as to Miss Oluwayemi Ogundana, ACIPM, Team Lead, People Experience, for their timely insights and resourcefulness during the research. A special mention to our Research Fellow, Dr Olumuyiwa Oludayo, MCIPM for his professional guidance on this landmark project.

A heartwarming appreciation to the esteemed Governing Council and Leadership of our great Institute for your support not just for this novel idea of the HR Practice Needs Survey becoming a reality but for the whole lot of things we have accomplished together these past thirty-two months or thereabouts. How I wish I could transport you all to my next assignments. You are all great achievers! To all volunteers and friends, we are indeed grateful for your selfless service to the Institute. To CIPM, thank you for giving us the platform to excel.

Thank you and God bless you all.

Olusegun Mojeed, FCIPM, fnli

President & Chairman of the Governing Council, CIPM

Vice President, African Human Resource Confederation (AHRC)

Board Member, World Federation of People Management Associations (WFPMA)

Preface

The Practice of Human Resource Management in Nigeria has seen tremendous growth, leading to the recent enormous organisational success recorded across business sectors hence, validating the conspicuous impact of HR practitioners and CIPM interventions.

The HR team at CIPM have justified their relevance by deploying the best-in-class activities and initiatives that have produced beneficial outcomes for employees and organisations at large. The rising relevance of the HR team is contingent upon improvements in delivering services across diverse practice areas.

The 2023/2024 Research and Publications Committee (R&P) of the Institute provides technical support to the Professional Standards and Development Directorate of the Institute in order to achieve her research and publications obligations to the members of the HR community. The R&P works closely with the Research team at the Institute's Headquarters, offering advisory support, professionally designed research instruments, and a platform for knowledge creation and dissemination. Through her peer review mechanism, the R&P facilitates teamwork among HR practitioners, allowing them to leverage their proficiencies, expertise, and experiences in deepening thoughts in the practice of Human Resource Management.

The survey conducted by the R&P is a significant effort aimed at identifying the pressing needs of HR practitioners in the Nigerian business environment. This work benefitted from the respondents that cut across both public and private sectors of the economy. There was a large population of Senior HR Practitioners who were the largest bloc of respondents to our survey. This level of participation shows the importance and value that this survey portends for the HR Community. We are grateful for their inputs which has shaped the course of our offerings as an institute and will guide practitioners as they render service to their organisations.

The invaluable insights from the data collected through this survey enabled us to identify the trends, emerging practices, and areas of needs of HR practitioners in the Nigerian business environment. It provided a unique opportunity for HR practitioners to benchmark their needs against other practitioners, contributing to the outcomes in this report.

Another value of this report is that it would enable the Institute to provide tailored learning and development interventions for her members. By leveraging the insights in it, the Institute would enhance her consulting and advisory services to her members, ultimately empowering them to manage their functions effectively. This report has drawn significant value from the CIPM Body of Knowledge and Competency Framework. It formed the basis for the recommended competencies required for success for each practice area of need. (See <https://cipmnigeria.org/cipm-bok/>)

In summary, this survey report represents the Institute's effort to advance the understanding and practice of HR Management. We hope that the findings therein will make a valuable contribution to the ongoing success and resilience of Human Resource Management in Nigeria.

Funke Amobi, FCIPM, FCIPD, CCCIPD

Professor of Practice, Organisation, Work & Technology,
Lancaster University Management School, UK.

Olumuyiwa Oludayo, Ph.D., MCIPM

Research Fellow, Chartered Institute of Personnel Management of Nigeria.

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Executive Summary

The Institute's Research and Publications Committee (R&P) conducted its first survey of HR Practice Needs ahead of 2024. Over one hundred senior professionals in HR and other mid-level and junior practitioners participated in the survey, responding to questions that elicited their top need areas from a list that included HR Strategic Planning, Performance Management, Talent Management Excellence, Compensation and Rewards, HR Digitalisation, Industrial Relations, Learning and Development, Global HR Management, Legal Compliance, Organisation Design, Diversity, Equity, Inclusion and Belongingness, Workforce Planning, People Risk Management, and Employee Acquisition.

HR Practitioners in Nigeria faced a particularly challenging year in 2023, with a number of them seeing the depletion of their workforce by the exit of top talents. On the one hand, the exit heightened the relevance of the employment acquisition teams, while on the other hand, an unimaginable increase of workload became the norm for remaining employees. Notwithstanding that HR has just completed a turbulent navigation of the pandemic and the effects of ensuring alignment towards achieving business objectives, the practitioners remained resolute in delivering value to their businesses. Many organisations benefitted from the agile leadership of HR teams as they waded through the storms of slow economic activity and rise in inflation, cutting down the purchasing power of the resources in the hands of their employees.

HR Practitioners identified HR Strategic Planning as their most critical area of need ahead of 2024. The survey found that HR practitioners have continued to evolve their activities and initiatives to always align with changing business conditions. They are also faced with the uncertainty of how many employees will exit. Previous attrition data could not predict the extent of exodus witnessed in the year. HR practitioners are now more concerned with the idea of People Risk Management to tackle the effect of a depleting workforce.

The survey also identified Performance Management as the second most important practice need. Inasmuch as many organisations have updated their performance management frameworks due to the impact of the pandemic, a good number are still revising the same because of the rising demands from employees for flexible work arrangements. Commuting to work has become more expensive and potential for stress has heightened. These have in turn impacted the performance of the employees. HR Practitioners are looking to evolve more dynamic ways of implementing performance management systems.

Talent Management Excellence, too, was revealed to be a practice area of need. Practitioners are looking for ways to make the best use of the talents at their disposal.

Here are the top 10 areas of need for HR practitioners ahead of 2024.

1. **HR Strategic Planning:** As the business environment remains uncertain, HR practitioners are saddled with the need to ascertain and respond to Human Resource Risks that will impact the realisation of business objectives.
2. **Performance Management:** Employees' Well-being arising from increasing workload has impacted on performance. HR Practitioners are seeking solutions that will enable their performance management framework cater for these issues while ensuring increased productivity.
3. **Talent Management Excellence:** HR Practitioners are revising their Employee Value Propositions as they attempt to attract, develop, and retain a workforce that will champion corporate success. There is an urgent need to find enduring ways to align attributes, skills, knowledge, and experience of current and potential employees with the strategic priorities of the business.
4. **Compensation and Rewards:** Rising inflation rates have reduced the value of money in the hands of the employees. HR practitioners are concerned about what types of rewards will make meaning to the employees.
5. **HR Digitalisation:** The rapid rate of technological advancement is making HR practitioners upskill. There is a need to transform conventional HR practices using new technology tools. There is a need for cost-effective solutions that will deliver value to the business without breaking the bank.
6. **Industrial Relations:** HR practitioners are constantly faced with the need to engage trade unions as they champion improved economic and welfare benefits for their members. They are poised to develop a system that would prevent disruption to work and also give credibility to the duties of Union leaders with their members.
7. **Learning and Development:** The work of the HR department in curating learning and development interventions for employees requires more efforts now than ever. There are twin issues that need to be constantly considered to deliver value through this activity. One is the essence of Learning and Development interventions as a correction tool for performance deficiency. The other is the

advancement of knowledge in the respective employees' technical fields. HR practitioners need to be up to date on the best modes of ensuring such interventions are effectively administered.

8. **Global HR Management:** The need to deal with a depleting workforce is causing HR to source talent from abroad. The challenges of managing a globally diverse workforce is a key consideration for the HR practitioner viz compensation issues, matters of legal and regulatory compliance, culture, and operational model for work.
9. **Legal Compliance:** HR practitioners need to pay attention to employment related laws. A dataset of decided cases from the National Industrial Court of Nigeria should be in the custody of a practitioner that would keep her organisation out of court. HR needs to be familiar with Employment Legislations if they must increase their influence in the organisation.
10. **Organisation Design:** HR Practitioners are critical to the design of the operational work mode of their organisations. Understanding the functional relevance of every unit of their organisations becomes important if they must live up to the responsibility of organisation design and development. HR Practitioners need support in designing a holistic approach to how work is done in their respective organisations while anchoring it on corporate philosophy, core values, and business aspirations amongst other norms.

Drivers of the top 10 HR Practice Needs

The aforementioned needs are often triggered by factors that are largely uncontrollable. HR practitioners have to navigate through them to deliver value in their respective organisations. Among the factors that trigger HR practice needs are;

- 1. Uncertain Business Environment:** The changes experienced in the political, technological, economic, and environmental landscapes are causing uncertainties for businesses. The economic plan of the new administration is still shrouded in some kind of mystery. It seems that the government is still grappling with undoing certain policies and practices of the past administration that they consider inimical to their planned programmes. Rising inflation has impacted on the purchasing power of the citizenry and the HR practitioners have had to evolve new practices to motivate their employees. The rising numbers of failed startups in the tech space is another factor that has influenced how HR practitioners need to be positioned for influence in the coming months.
- 2. Talent Emigration:** The desire for improved living standards has caused many professionals to exit their jobs in Nigeria and move on to other countries. HR practitioners are saddled with the responsibility of collaborating with line managers to fill the gaps either by replacement or expanding the workload of remaining staff. This task necessitates the review of how work should be done.
- 3. Cost Optimisation:** The dwindling fortunes of businesses in 2023 called for a lot of cautious management of resources. A number of organisations reviewed hours of work to cut cost of power. While others had to embrace flexible work arrangements of staggered work week, compressed work, hybrid work and fully remote work. HR practitioners will therefore be saddled with the responsibility of evolving a performance metrics that will ultimately guarantee improved business outcomes which should be evidenced in increased profit and improved productivity.
- 4. Dynamic Employee Needs:** Meeting employee needs is no longer a walk in the park. HR practitioners are faced with a multigenerational workforce with differing needs. A blanket policy would no longer serve the workforce. Practitioners will be faced with designing bespoke and custom-built initiatives targeted at the different blocs of employees in their respective organisations.

- 5. The Rising Impact of Technology:** The benefits of automation are becoming more evident. The need for improved turnaround time for handling matters has proven that technology adoption should be top priority for businesses. HR practitioners are also using this to free up time for other things as they ensure the integration of technology solutions that enables self-service. Learning to brief developers to design and develop applications that match the demands of the workplace has become an emerging task for practitioners

Technical Areas of Impact

Every reader of this report will be able to extract sufficient value for their practice. We have identified immediate benefits to be derived from this report viz:

- 1. Ability to situate your own HR Practice needs.** Seeing the ranking of the Practice Needs, you can be able to ascertain how your needs compare with your peers.
- 2. Improved Engagement with the Business.** The drivers of these HR Practice Needs will help you have meaningful business-related conversations with the management. You will no longer be in want of what to discuss in business meetings.
- 3. Identification of Competencies to Develop.** The recommended competencies per practice area outlined in this report will help you know how to design your learning programmes for the year.

For members of the Institute, our value offerings for the year will be greatly influenced by the findings of this survey as contained in this report. The Institute will be delivering valued services, programmes, and events to the HR community through our Impact Partners. Our Impact Partners include CIPM Chapters, Professional Development and Learning Committee, International Conference and Exhibition Committee, and Membership Committee just to mention a few. The offerings will be delivered through CIPM Trainings and Workshops, The CIPM and YOU Webinar Series, Publications and Reports, International Conference and Exhibition Sessions, Annual Public Lecture, as well as Chapter Events and Conferences.

Figure 1: CIPM Value Offerings for HR Practice Needs



* (see: <https://bok.wesonline.ng/login>)

** (see: <https://cipmnigeria.org/cipm-bok/>)

Top Practice Needs of HR Practitioners in Nigeria

Practice Need 1:

HR Strategic Planning

As the business environment remains uncertain, HR practitioners are saddled with the need to ascertain and respond to Human Resource Risks that will impact the realisation of business objectives. HR Strategic Planning requires the HR Practitioner to engage in prerequisite tasks for building, executing and coordinating the core pursuits needed to achieve business objectives. The HR Practitioner 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.

A. The Response Data

42% of the total respondents indicated that HR Strategic Planning constitutes their greatest need for 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

A successful strategic planning effort of any organisation will depend greatly on an optimal distribution of the workforce, thus, making the HR function a necessity in preparing for the future of the business.

The following represents how HR should position herself to add value from a strategic point of view:

1. Ascertain the next frontiers of opportunity for the business.
2. Identify the human resource capabilities available and required to achieve the business objectives.
3. Forecast the gaps and stumbling blocks to achieving the objectives and be equipped with possible solutions to mitigate its effect.
4. Align HR Strategy with the philosophy and principles guiding the corporate pursuits.
5. Identify key functional leaders to collaborate with in the development of the HR Strategic plan. Do not depend on your team alone. Get other perspectives.

C. Required Competencies

There are four competencies that the HR Practitioner should endeavour to build in order to fulfil this need:

1. **HR Strategic Alignment:** Demonstrate the competence 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 will contribute to the overall pursuit of the organisation
2. **Performance Consulting:** Position as a rallying point for insights that impact on corporate performance from a people perspective.
3. **Strategic Advisory:** Be able to act 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.
4. **Strategic Agility:** Be equipped to influence the organisation to swiftly respond to rapid changes and disruptive innovations in the society, while recovering from the impact of unforeseen circumstances to retain market relevance and leadership.

Practice Need 2:

Performance Management

Employee well-being arising from increased workload has impacted on performance. HR Practitioners are seeking solutions that will enable their performance management framework cater for these issues while ensuring increasing productivity. Performance Management activities ensure employees' efforts meet organisation's goals in a way that maximises business resources. The HR Professional has a responsibility to facilitate the design of performance expectations and put measures in place to evaluate individual and departmental accountabilities.

A. The Response Data

37% of the total respondents indicated that Performance Management is a critical area need for 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

Getting results through people is the focus of any performance management system. The following shows how HR practitioners should consider delivering performance management function ahead of 2024:

1. Consider a rolling performance management cycle without prejudice to the annual cycle. HR should champion continuous feedback as part of the performance management process so that improvements and corrections can be made in good time.
2. Pursue a data-driven principle to performance management. Practitioners should do away with emotionally laden reviews.
3. Review work arrangements that increase the possibility of better results. Do not be fixated on an approach that limits creativity and productivity.
4. Ensure there are policies that cater for unique cases of performance owing to a multigenerational workforce.
5. Design a learning and development initiative that develops leaders out of employees. Performance management should help improve the skill pool.

C. Required Competencies

There are three competencies that the HR Practitioner should endeavour to build in order to fulfil this need:

1. **Performance Systems Design:** Be capable of defining the structure and relationship between the activities of a performance management process.
2. **Performance Process Management:** Be competent to ensure alignment of the activities in a performance management function with the organisation's strategic pursuits.
3. **Performance Monitoring and Evaluation:** Learn to collaborate with functional leaders on the appropriate approaches and tools to use in observing as well as assessing the performance of employees on their respective roles.

Practice Need 3:

Talent Management Excellence

HR Practitioners are revising their Employee Value Propositions (EVP) as they attempt to attract, develop, and retain a workforce that will champion corporate success. There is an urgent need to find enduring ways to align attributes, skills, knowledge, and experience of current and potential employees with the strategic priorities of the business.

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 organisation, even at the point of exit.

A. The Response Data

35% of the total respondents indicated that Talent Management is essential to their success in 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

Gaining competitive advantage over contemporaries is the goal of every organisation. HR practitioners have the responsibility as a culture champion to lead an empowering environment that allows people to grow and thrive on and beyond their jobs. A number of considerations available to the HR practitioner are:

1. Design policies and initiatives that cater to the unique needs of a diverse workforce. While a generation of employees want their voices to be heard, some others are looking for opportunities to groom the next generation of leaders. There are varied interests in the organisation and they must be treated uniquely and personally.
2. Managing employee experience is critical to a successful talent management practice. HR must be deliberate in designing the pattern for talent sourcing and onboarding. They must ensure the organisational climate is congenial and suitable for producing results.
3. The pandemic has validated the value of flexible work arrangements. HR practitioners must now consider dynamic work modes to ensure they are able to retain their best talent. Being on-site is no longer the only approach to delivering value at work. HR must champion flexible work

arrangements ranging from remote work, compressed work week to a hybrid work arrangement.

4. HR practitioners must become agile in their workforce planning responsibilities. The forecast of demand and supply of talent has never been as important as it is now because of the rise in talent emigration. HR should evolve diverse talent acquisition methods from internships, contingency workforce, to outsourcing non-core functions.
5. Career Management functions has become important in managing the talent of 2024. Many employees are going to transition into other roles and as such, HR will need to prepare them ahead of these moves. HR must also be willing to support an internal talent mobility culture.

C. Required Competencies

There are three competencies that the HR Practitioner should endeavour to build in order to fulfil this need:

1. **Employer Branding:** Be able to define workforce value propositions that positions the organisation to attract, engage and motivate distinct people resources as differentiated from other organisations in the industry.
2. **Talent Deployment:** Be capable of having the right people and capabilities in the right place and at the right time without disruption to execution and overall business performance.
3. **Succession Planning:** Should know how to set and communicate the parameters for which a critical role is continuously filled with critical people that are ready now or later without losing the quality of work as identified in the organisation.

Practice Need 4: Compensation and Rewards

Rising inflation rates have reduced the value of money in the hands of the employee. HR practitioners are concerned about what types of rewards will make meaning to the employees. In carrying out these activities, the HR Professional takes note of industry standards and implications for the business bottom line.

A. The Response Data

33% of the total respondents indicated that Compensation and Rewards Management is a critical success factor for their practice in 2024. (See Appendix for the

B. Recommended Actions

The following recommendations should help the HR Practitioner navigate the challenges of managing rewards in 2024.

1. **Transparency:** The era of “competitive pay” should come to an end. HR should be ready to reveal the exact compensation for roles. This will aid the attraction of talent and speed up employment conversations.
2. **Go Beyond Salaries:** Inflation and the dwindling fortunes of the business will reduce the positive value salaries once had. It is time for HR to rethink their benefits and incentives initiatives. It might just be a time to introduce more employee discount programmes. HR can also promote membership of associations that offer great value that reduces economic costs to their staff.
3. **Personalisation:** The unique needs of employees have made personalisation of compensation a necessity. HR needs to be open to reviewing general provisions of pay and customising it based on employee preferences.
4. **Virement of Benefits.** It is possible to transfer funds from a portion of benefits to another. Employees may wish to vire their allowances to another element of their pay if they currently enjoy similar benefits elsewhere.

5. **Be Conversant with Legislations.** HR needs to be familiar with legislations that impact on benefits. Government directives oftentimes have great advantage for the employees, but they are often denied access because of the ignorance of the HR.

C. Required Competencies

These competences represent a systematic approach for the management of remuneration, benefits and incentives which impact employer decisions to influence workforce needs and business objectives.

1. **Compensation Strategy:** Show the ability to create a framework that determines the reward of employees in the organisation based on a well understood corporate philosophy.
2. **Reward Structure & Design:** Define employee reward for the different roles in the organisation by setting range and grade based on data.
3. **Reward, Benefits & Payroll Administration:** Organise the compensation of employees by engaging in activities that monitor work contracts and disbursement of pay.

Practice Need 5: HR Digitalisation

Rising inflation rates have reduced the value of money in the hands of the employee. HR practitioners are concerned about what types of rewards will make meaning to the employees. In carrying out these activities, the HR Professional takes note of industry standards and implications for the business bottom line.

A. The Response Data

26% of the total respondents indicated that HR Digitalisation is a critical success factor for their practice in 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

The following considerations will help HR to deliver value along the lines of Digitalisation. A number of these recommendations can work independently, others may need to be integrated to deliver value.

1. **Data Analytics and Predictive Insights:** HR should depart from opinionated decisions and rely on data. HR needs to be at home with software applications that can help mine data and produce insights that are capable of aiding good decisions for the organisation. The use of machine learning algorithms will be critical to HR's success in this regard.
2. **Collaboration Tools:** While a number of organisations in Nigeria have embraced these kinds of tools, it is no gainsaying that a few are yet to understand the value of collaboration tools. Seeing that flexible work arrangements have come to stay, HR needs to integrate tools that can aid remote working without losing productivity.
3. **Learning and Development Interventions:** HR needs to embrace learning platforms that can promote easy access to knowledge. Coaching and mentoring programmes should be delivered digitally. No one employee is good enough to remain the way they are, hence the need to equip them with learning resources at their fingertips.
4. **Self-Service Tools:** HR should begin to consider relinquishing some tasks to the

employees to facilitate. Recruitment and Selection scheduling can be left at the instance of the prospective employee with tools which allows interviewers preset interview questions and interviewees take such interviews at their convenience within a time frame. Self-Service tools will bring efficiency to the activities of HR.

5. **Employee Monitoring:** The rise of flexible work arrangements will cause HR to implement remote monitoring of employee performances. HR should embrace tools that allow for performance management to be seamlessly executed.

C. Required Competencies

HR Practitioners need to show that they can direct employees to use technology to improve their productivity while promoting teamwork and workplace connectedness. This competence requires that the HR Practitioner knows how to navigate through technology tools, devices, and application to deliver value to employees and the organisation.

1. **Technology Impact Assessment:** Determine the value derivable from the deployment of technology applications that can be used to analyse, organise, manage, and aid execution of HR initiatives in the organisation.
2. **Technology Adoption:** Engage and deploy a range of technology applications useful for analysing, organising, managing, and facilitating the effective and efficient execution of HR valued services to the organisation.
3. **Data and Information Management:** Administer the process of acquiring, collating, safekeeping, protecting, and processing of relevant company data to ensure a well-informed approach to the creation of initiatives, standards and policies.
4. **People Analytics:** Generate information and insights capable of influencing operational and strategic decisions from the systematic analysis of data available to the HR.

Practice Need 6: Industrial Relations

HR practitioners are constantly faced with the need to engage trade unions as they champion improved economic and welfare benefits for their members. HR is poised to develop a system that prevents disruption to work and also give credibility to the duties of the Union leaders with their members.

Industrial Relations practice seeks to ensure employee alignment with work contracts, while developing effective strategies for cordial interaction with formal groups representing workforce interests towards improved engagements.

A. The Response Data

25% of the total respondents indicated that Industrial Relations is a critical success factor for their practice in 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

Industrial (Employee) Relations will be shaped by an increasing demand by the employees. HR needs to consider the following to ensure success ahead of 2024.

1. **Incident Tracking and Management:** HR may need to deploy software for management incidents and cases pertaining to employees. Record keeping has not been more important than it is today. It is better to have records in a conflict than to bully your way through a mishap.
2. **Timely and Effective Responses:** Delays can be very costly for the business. HR must work on their turnaround time on matters bothering on employee relations.
3. **Transparency:** Inasmuch as there are issues to be kept away from employee representatives, HR will need to be more open in their conversations. Being vague will be a stumbling block to smooth relations in the coming year.
4. **Feedback Management:** Being discrete is a trait that HR will need to learn when dealing on the lines of industrial relations.

5. **Credit-Deference:** HR should learn to defer credit from engagements to employee representatives. This will boost their confidence in the system.

C. Required Competencies

These competences hinge on the utilisation of the principles of openness, transparency, trust, and mutual respect to improve the relationship between the organisation and the employees. These competences are a concerted effort to comprehend and describe the nature of the interrelatedness and interconnectedness of relationships within the organisation.

1. **Issues Identification and Resolution:** Identify occurrence of and facilitate resolution of disputes using mechanisms such as, but not limited to arbitration and mediation.
2. **Collective Bargaining:** Facilitate and participate in negotiations between employers and employees or their representatives over conditions and conduct of work.
3. **Solutions Development:** Use data to inform the need for programmes and initiatives that influence employee commitment to work while measuring its impact on business success.

Practice Need 7: Learning and Development

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

The work of the HR department in curating learning and development interventions for employees requires more effort than ever. There are twin issues that need to be constantly considered to deliver value through this activity. One is the essence of Learning and Development interventions as a correction tool for performance deficiency. The other is the advancement of knowledge in the respective technical fields of the employee. HR needs to be up to date on the best modes of ensuring these interventions are administered.

A. The Response Data

25% of the total respondents indicated that Learning and Development is essential to their success in 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

The following recommendations will help HR achieve more for employees and the business.

1. Pursue a Hybrid Learning and Development Model: HR should work through Line Managers to achieve effective learning and development interventions. While a centralised approach to coordinating learning is good, there are numerous advantages for a decentralised model as well. Departments should be allowed to easily determine types of learning and development interventions their staff should participate in.
2. Gamification: The ability to retain information after a learning intervention requires a lot of emotional attachments. Gamification enables the practice of integrating gaming mechanics, elements, principles, and techniques in the learning context. The greater the emotional expressions achieved, the more likely the information will be retained for further use.
3. Metrics for Learning Effectiveness: The measurement of returns on learning has not been a very easy thing for HR to do. We recommend the T-ABOVE model designed by Dr. Olumuyiwa Oludayo. The elements of this model requires that you measure how Thoughts, Actions, Beliefs, Opinions, Visions, and Exposure have been affected by the learning and development intervention.
4. Microlearning: The challenge of sustaining the attention of learners over a long period

of a training activity lies with HR. Training activities need to become personalised and shorter in duration, not spanning beyond 10mins.

5. Reskilling: The pace of change and a depleting workforce require that available employees are equipped to match up with the demands ahead of them. HR must lead the vanguard to ensure employees widen their skill pool to cover jobs beyond their primary assignments and tasks. Great attention should be placed on Soft Skills and Leadership Development programmes.

C. Required Competencies

The HR Practitioner is expected to design avenues for retaining knowledge that has been acquired by employees. There should be a clear demonstration of competence in the measurement of the effectiveness of learning and development programmes as well determine the impact on employees' conduct.

1. **Career Management:** Determine the path to career success for employees through a process that recognises organisational requirements and improve competencies during employment with the organisation.
2. **Learning Needs Analysis:** Be able to conduct assessments using diverse tools that measure actual employee performance against expected performance in order to ascertain employees' role deficiency.
3. **Learning Program Design:** Engage diverse methods that enable the workforce participate in learning programmes that improves their overall competence on the job.
4. **Learning Administration:** Engage methods for delivering learning to the workforce such that knowledge is transferred and competence is built up.

Practice Need 8: Global HR Management

The need to deal with a depleting workforce is causing HR to source talent from abroad. The challenges of managing a globally diverse workforce is a key consideration for the HR practitioner viz compensation issues, matters of legal and regulatory compliance, culture, and operational model for work.

A. The Response Data

24% of the total respondents indicated that Global HR Management is essential to their success in 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

The recommendations that follow should be subjected to the prevailing legislations that define the direction of global workers.

1. **Knowledge of and Compliance with Relevant Employment Legislations:** HR needs to be in alignment with employment legislations that address global talent management. The requirements keep changing hence HR cannot afford to be in the dark.
2. **Readiness for a Hybrid Work Model and an Expanded Talent Pool:** The rise of talent emigration from Nigeria has caused HR to rethink her talent sourcing approaches. HR needs to begin to consider hiring Nigerians in diaspora as they seek to continue their work under new contracts. HR must also show readiness to embrace a hybrid work model where top talent might opt for remote work among other flexible work arrangements.
3. **Openness to Diversity, Equity, Inclusion, and Belongingness (DEI&B):** HR must be equipped for the new dimensions of DEI&B. They must contextualise emerging trends with relevant laws. Openness to other people's viewpoints, culture and ways of achieving result will be required of the HR in 2024.

4. **Knowledge Management and Transfer:** A globally dispersed workforce gives HR an opportunity to ensure knowledge management and transfer. HR must create a repository of what stands as historical intelligence fit for work.
5. **HR Process Automation:** The value of technology cannot be overemphasised. HR must get their processes automated such that globally dispersed staff can access HR services remotely.

C. Required Competencies

These competencies enable the HR Professional to pay attention to managing a globally spread workforce, ensuring alignment to corporate standards and expectations irrespective of geographical location.

1. **Expatriate Management:** HR should be able to implement all transactional activities associated with international engagements. The HR practitioner should demonstrate the ability to design frameworks that support employees on international assignments.
2. **Global Talent Management:** The practitioner should be capable of anticipating and managing the interconnectedness of employees across the regions of the world. This capability should be reflected in the ability to design and implement HR activities for a diverse workforce that depend on one another across the globe as well as keep up with global best practices in people management.

Practice Need 9: Legal Compliance

HR practitioners need to pay attention to employment related laws. A dataset of decided cases from the National Industrial Court of Nigeria should be in the custody of the HR practitioner that must keep her organisation out of court. HR needs to be familiar with Employment legislations if they must increase their influence in the organisation.

The HR Practitioner is expected to be knowledgeable in the interpretation of the diverse laws and regulations in the operating business environment. He is expected to use this knowledge to guide the organisation in her overall conduct.

A. The Response Data

19% of the total respondents indicated that Legal Compliance is essential to their success in 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

It is the responsibility of HR to keep the organisation out of litigious issues. When HR ensures compliance, the business is kept out of court. This duty places a demand on HR to consider the following:

1. Knowledge of all the Sources of Employment Laws in Nigeria: Whilst the Labour Act is the principal legislation governing employment relations in Nigeria, there are several acts and policies that impact on employment relations as well. In recent times, the Federal Government has modified a number of laws and introduced new ones. HR should be conversant with them all.
2. Filings and Remittances: One of the major causes of conflict between employees and their employers is inappropriate filing and remittances due to the employees. HR is saddled with the responsibility of ensuring accuracy of remittances due to staff.
3. Data Protection Issues: HR needs to address the porosity of the data at its disposal. Whilst HR may not be the custodian of visitor's data to the organisation, it is important that HR acts in the best interest of the organisation to implement a system where open books are no longer used to collect data for

visitors or employees. This act makes it easy for any third party to gain access to previously collected data. The Nigerian Data Protection Regulation mandates organisations to institute safe measures to keep personal data.

4. Understanding of International Conventions: HR must be conversant with the International Conventions that Nigeria is a signatory to.
5. Alignment of Policies with Laws: HR must ensure alignment of internal corporate policies with extant rules of the nation. HR must also ensure correctness and accuracy of definitions in her policies.

C. Required Competencies

These competencies focus 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.

1. **Awareness:** Be conversant with the applicable laws, legislations, and regulations that impact on all employment relationships.
2. **Compliance & Alignment:** Be able to design programmes, initiatives and policies that are in alignment with employment legislations in the different regions where the organisation conducts business operations.

Practice Need 10: Organisation Design

Organisation design 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.

HR Practitioners are critical to the design of the operational work mode of their organisations. Understanding the functional relevance of every unit in the business becomes important if they must live up to the responsibility of organisation design and development. HR Practitioners need support in designing a holistic approach to how work is done in their respective organisations while anchoring it on corporate philosophy, core values, and business aspirations amongst other norms.

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

A. The Response Data

18% of the total respondents indicated that Organisation Design is essential to their success in 2024. (See Appendix for the full ranking of respondent's needs).

B. Recommended Actions

The following recommendations have been made based on the identified drivers of the practice needs highlighted by the respondents. They include:

1. **Scalable Structure:** HR should support in the creation of a structure that is dynamic and can change with the demands of the times.
2. **Team-Focused and Decentralised:** HR should be a promoter of a team-centred approach to work. No individual employee should be made to feel isolated or be ostracised.
3. **Virtual Organisations:** The demand of increased flexibility at work calls for a structure that can manage a virtual workforce.
4. **Learning Systems:** HR should encourage the emergence of a learning organisation from her leaders. The structure should encourage facilitating the application of knowledge and insights rather than focusing on work to be done.

5. **Employee Involvement:** HR should forge a system that enables the voice of employees to be heard. Getting the perspective of employees on issues is a critical element of a thriving workplace.

C. Required Competencies

This set of competences engage a methodology which assesses workflow in the organisation and realigns dysfunctional aspects with business realities.

1. **Change Management:** The practitioner should champion the need for embedding novel corporate strategies to meet up with the rapid changes in the business environment.
2. **Operating Model Design:** Be sure to engage different approaches to ensure effectiveness of workflow as well as correct any deviation from standards to align with business realities that achieves corporate goals.
3. **Job Analysis:** Identify the content and attributes required to perform a job as well as providing information that will help in ascertaining appropriate fit for specific roles in the organisation
4. **Job Evaluation:** Determine the worth of a job and its effect on other jobs in other categories within the organisation
5. **Business Partnering:** Demonstrate measurable values to the organisation as HR designs initiatives that supports corporate goals and objectives.

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Appendix A: Survey Method

The data for this survey was collected with the use of a questionnaire. The Research and Publications Committee developed a set of structured questions validated by Senior HR Professionals and administered to HR Practitioners in Nigeria online, who then provided answers based on their experiences in the year 2023.

Data was analysed using statistical softwares to determine measures of frequency, central tendency, and dispersion.

Appendix B: Figures

Figure 1: CIPM Value Offerings for HR Practice Needs



Figure 2: Respondents By Membership

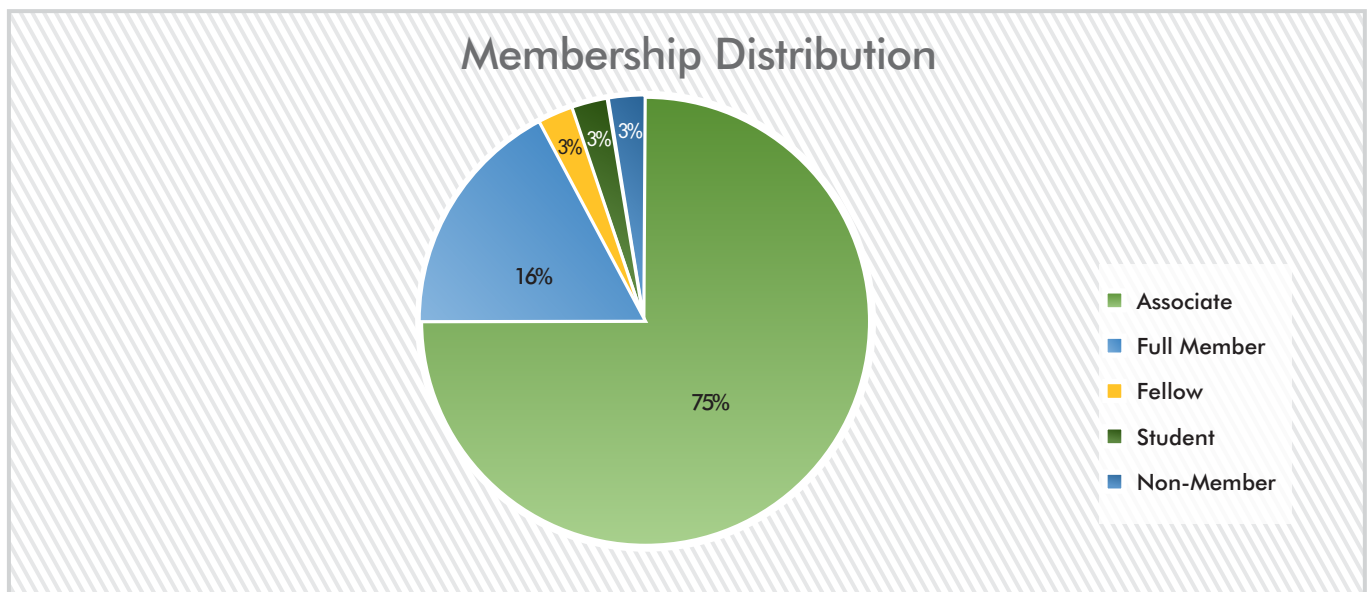


Figure 3: Respondents by Employment Status

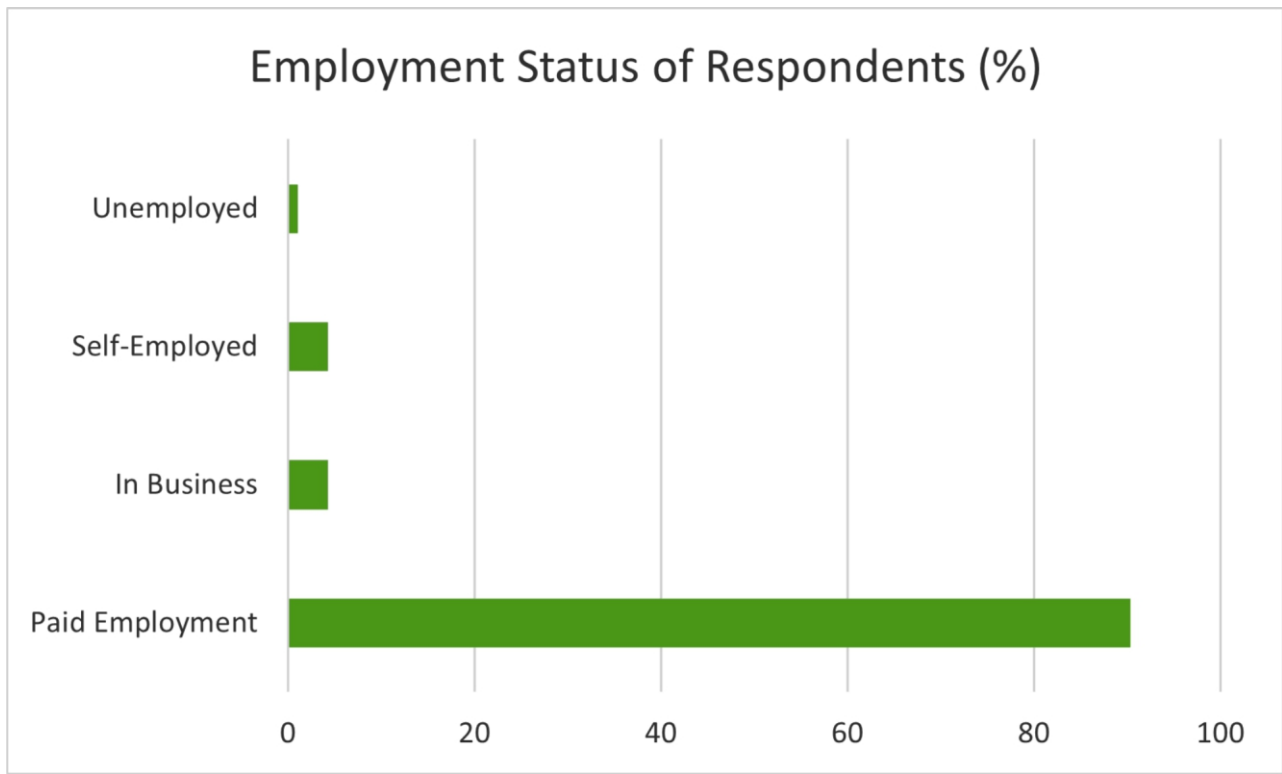


Figure 4: Respondents by Job Grade Level

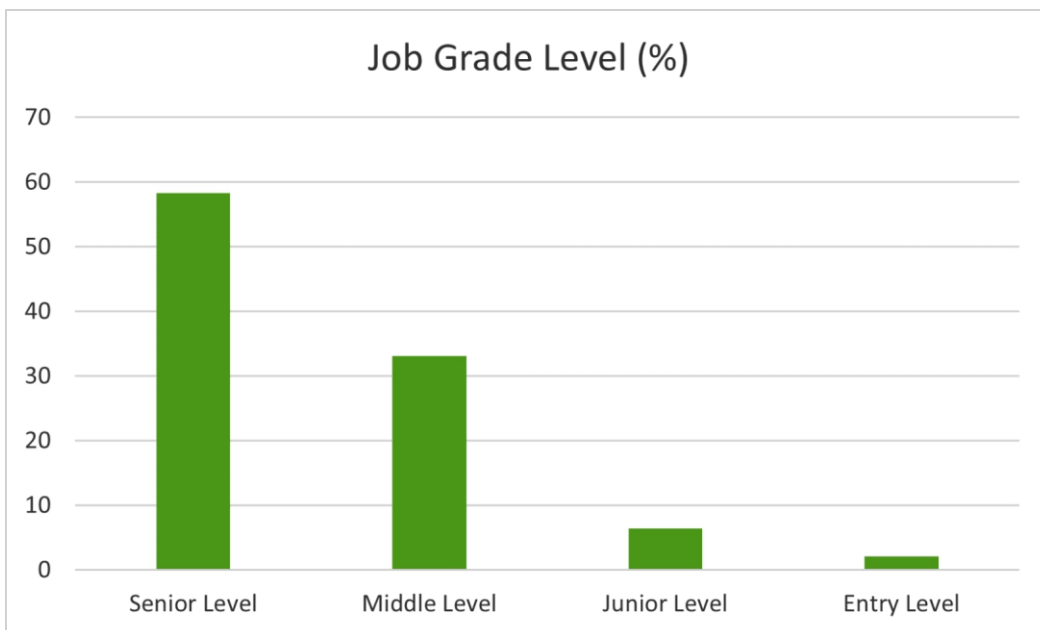


Figure 5: Respondents by Sectoral Spread

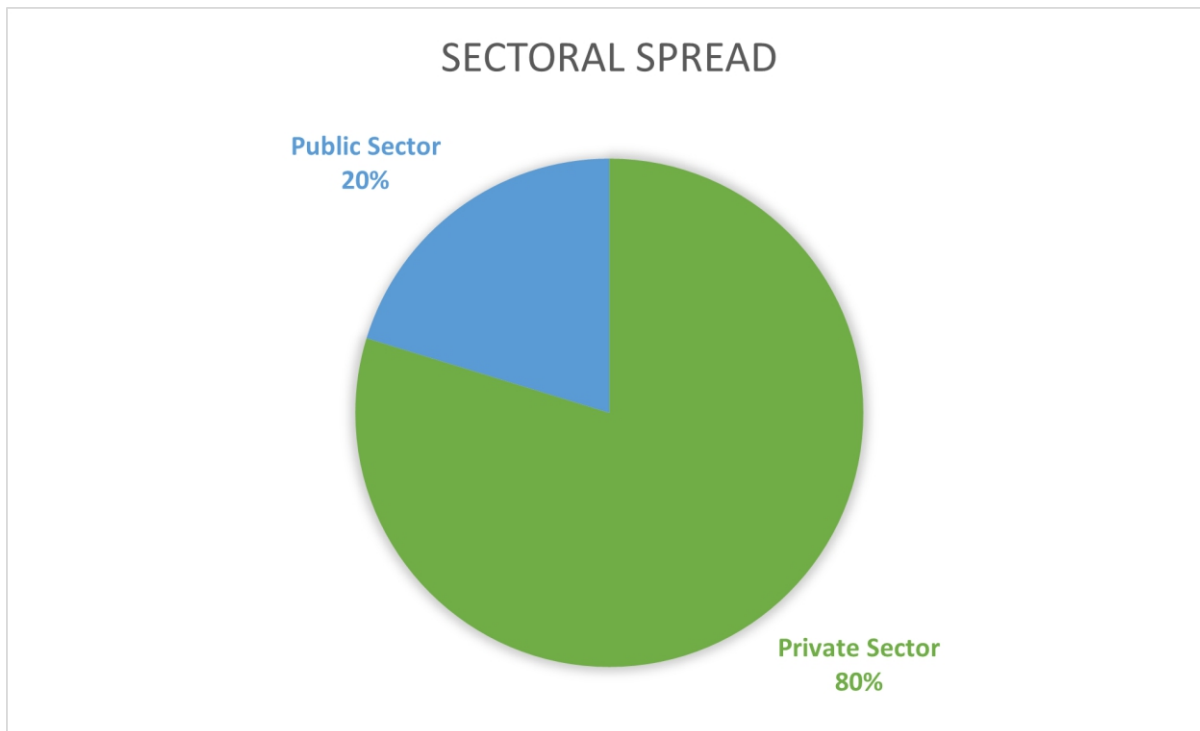


Figure 6: Ranking of Practice Areas of Need





HR PRACTICE NEEDS SURVEY REPORT 2024