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## IPM Business Plan 2008-2012

### 1. Preamble

### 2. IPM Vision and Mission

Following the Strategic Planning session held in November 2007 the fundamental vision and mission of IPM have been revised as follows:

#### 2.1. The Vision and Value Proposition

IPM is *THE* Portal to thought leadership in people management

#### 2.2. The Mission

Providing members with easy access to the latest information, knowledge, expertise, training and development, systems and processes, and networks in people management

### 3. Membership

The Membership categories of the organisation are clarified as follows:

#### 3.1. Principal Members

The Primary focus of the IPM will remain on HR Practitioners. Such members will fall into two predominant categories

- ❖ Corporate, Government, Academia
- ❖ Individual

There will be a secondary focus on line managers and such members will also fall into the same categories as HR Practitioners

#### 3.2. Associate Members

A category of Associate Members will be created to accommodate all who will help IPM build the portal

### **3.3. Partners**

In addition, IPM will enter reciprocal partnership agreements with other organisations that have already established portals.

## **4. Guiding Principles**

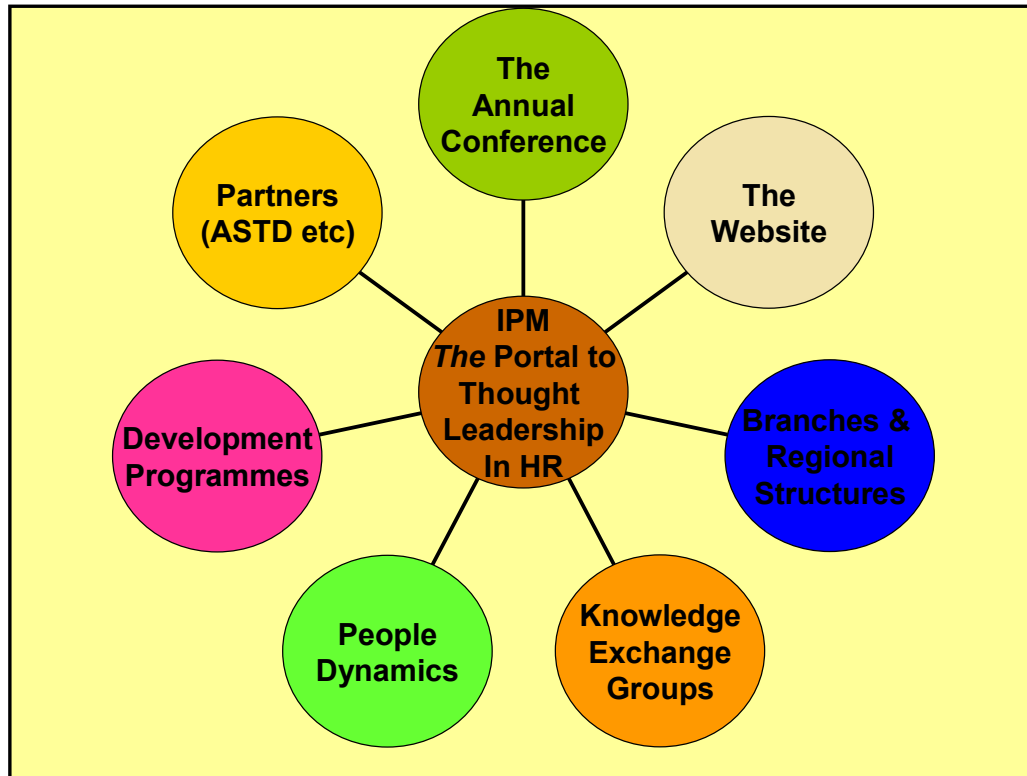
In order to ensure quality and consistency in the projects and initiatives of IPM the following guiding principles will be used:

- ❖ National relevance
- ❖ Regional participation
- ❖ Membership driven agenda
- ❖ Value for Members
- ❖ Organisational sustainability
- ❖ Professionalism

## **5. The Seven IPM Portals**

The implementation of the IPM vision revolves around seven portals through which all objectives will be achieved. These portals are as follows:

# The Seven IPM Portals



## 6. Strategic Objectives

IPM has four major strategic objectives for this business planning period. These objectives are all focused around realizing the vision of IPM becoming the portal of choice for thought leadership in people management.

### 6.1. Objective One: Skills Development

#### The Objective

IPM is a key stakeholder in Skills Development, influencing the understanding of the challenges and the finding of sustainable solutions thereto.

From time to time IPM will define specific projects that will give expression to this objective. The following projects will initiate this process.

## Immediate Projects

A two year project is established to facilitating the Search for Solutions to key current challenges in Skills Development.

The President is the owner of this Project.

### Deliverables

The key deliverables of this project will be:

- ❖ Research which clearly outlines the challenges in skills development and published
- ❖ The most comprehensive resource base of information relating to skills development is collected and made accessible through the IPM website and other appropriate portals
- ❖ An IPM public position on issues relating to Skills Development is constructed and communicated by the appropriate IPM officials
- ❖ Solutions to key issues are crafted and made accessible by IPM in collaboration with other key players in skills development.

### Key Activities

The following key activities are necessary to enable the execution of this project:

Activity	Responsibility	Deadline
❖ An IPM Project Team is established to oversee the project		
❖ A comprehensive project proposal is developed by a credible consultant under the auspices of the Project Team based on this business plan that includes the following: ❖ Who IPM will partner with in the delivery of this project ❖ What the unique contribution of the IPM will be to Skills Development ❖ What the milestones of the project will be and when they will be delivered ❖ What capacity will be required to execute the project ❖ What budget is required to execute the project		
❖ The proposal is accepted and actioned		

by the IPM board		
❖ The Project is implemented		

## 6.2. Objective Two: Building HR Capability

IPM has a long track record of providing sound continuous development for HR practitioners. It is necessary for this tradition to both continue and be improved. This objective is thus focused primarily on the primary members of IPM.

### Objective

HR Practitioners participate in world class continuous professional development.

Two projects are envisaged against this objective:

### Projects

#### Project One: High Level HR Development

IPM enables the high level refinement of HR practice for experienced HR practitioners

#### Deliverables for this project

- ❖ Forums are created for the development of specialized high level practice for experienced practitioners
- ❖ Resources are made accessible via the portals for the development of high level HR competence
- ❖ Linkages are established with Tertiary Education Institutions to support and accredit high level competence development
- ❖ KEGS are established that focus on high level competence

#### Activities for this project

Activity	Responsibility	Deadline
An IPM Project Team is established for the project		
A full time staff member is appointed to lead the programme		
Key Specialised HR competencies are identified through discerning members		

needs		
Specialist are identified to facilitate the learning		
A Year Programme is developed		
The Programme is supported by using all IPM portals: Website, KEGS, Conference		
The Programme is marketed		
The Programme is implemented, monitored and evaluated		

### **Project Two: HR Thought Leadership**

Regular opportunities and portals are created to expose HR practitioners to people management thought leadership and best practices

#### **Activities for this project**

<b>Activity</b>	<b>Responsibility</b>	<b>Deadline</b>
An IPM Project Team is established for the project		
A full time staff member is appointed to lead the programme		
Key partners are identified to focus on specific aspects on thought leadership in HR. Partners could be Tertiary Institution or Individual Experts or Members		
Needs are assessed amongst members		
A Year Programme is developed based on members needs		
Learning tools and through leadership stimuli are available through all IPM portals: (Website, KEGS, Conference, magazine.) Such support includes international trends and best practices and also offers the opportunity for members to showcase their products and services.		
The Programme is marketed nationally regionally and particularly through branches		
The Programme is implemented, monitored and evaluated		

### 6.3. Objective Three: Growing and Managing the Membership (sustaining IPM)

#### Objective

The Membership of IPM grows by 25% annually with particular emphasis on the following representation:

- ❖ At least 50% of the top 100 market capitalisation companies as members
- ❖ at least 25% of top practitioners in all forms of government
- ❖ State Owned Enterprises as members
- ❖ The developing a register of associate members – consultants, trainers, academics etc...

#### Project for Objective Three

A membership development campaign is designed and implemented at all levels within IPM with the goal of achieving membership growth targets.

#### Activities for this Project

Activity	Responsibility	Deadline
❖ A Membership Growth Project Team is established		
❖ Appoint a full time staff member to head membership growth – National Membership Coordinator		
❖ Clarify membership categories, benefits and rules		
❖ Ensure that the Membership Register is able to meet the needs of recording and accessing membership information		
❖ Develop a process whereby the needs of HR practitioner in the various market segments can be understood		
❖ Develop a plan to recruit members in each target segment		
❖ Target HR practitioners within		

government as individuals using special offers and products		
❖ Engage with local government HR membership body		
❖ Develop a market communications and sales strategy that can be implemented at all levels within IPM and uses all IPM Portals		
❖ Expand and support branch and regional structures as the main drivers of membership growth. This includes the appointment of Business Development Officers at Branch level		
❖ Expand the existing focus on students		

#### 6.4. Objective Four: Leveraging the Brand

IPM has a strong brand. And whilst brand perceptions may be diverse there is great value in clarifying, developing and maximising the strength of the brand to grow the organisation's influence. The objective envisaged here is:

**The IPM brand is developed and leveraged to enable the effective growth of the organisation locally and regionally.**

Within this objective there are four key projects:

##### **Project One: Brand Development and Awareness**

The IPM brand is clarified and a campaign implemented to communicate the renewed content of the brand

Activities for this Project

Activity	Responsibility	Deadline
A Project Team is established for all the Projects within the brand development objective		
A Brand / Public Relations / Communications Manager is appointed		

to lead the implementation of all projects in this objective		
Brand specialists are employed to clarify the brand and develop and brand communication and management strategy		
The Brand Strategy is implemented using all the portals of the IPM		
An effective stakeholder management strategy is developed and implemented at board level		

The IPM Portals are developed to strongly communicate the new IPM brand

### **Project Two: The Brand as a Replicable Model**

The IPM brand is developed as a model that can be replicated locally, regionally and continentally

<b>Activity</b>	<b>Responsibility</b>	<b>Deadline</b>
A Project Team is established for all the Projects within the brand development objective		
The African Federation is understood so that the relationship between IPM and entities in Africa can be clarified and leveraged		
The IPM brand is packaged as an attractive model to replicate in other regional, continental and international contexts		
The "Franchise" is sold and supported in other contexts		

### Project Three: Leveraging Sponsorships

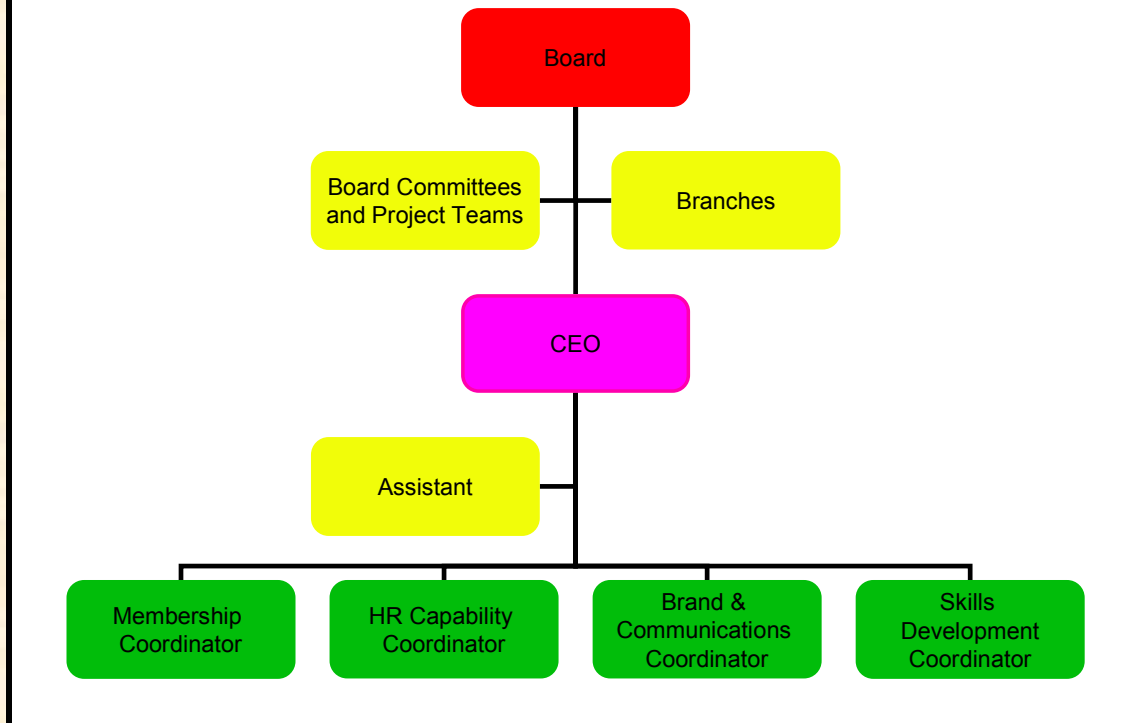
Sponsorship agreements are established with national and regional sponsors for fixed time frames with specific deliverables providing mutual benefit for both the IPM and Sponsors

Activity	Responsibility	Deadline
A Project Team is established for all the Projects within the brand development objective		
A Brand / Public Relations / Communications Manager is appointed to lead the implementation of all projects in this objective		
A survey of sponsors clarified what kind of mutually beneficial relationships can be established between IPM and its sponsors		
Mutually beneficial sponsorship packages are developed and "sold" to potential sponsors		

### 7. IPM Structures

The structures of the IPM will require a substantial review in order to achieve these objectives. Current partnerships and outsourced relationships need to be reviewed and new relationships need to be developed. Above all a bigger employed team will be required. The structure for the new IPM would be as follows:

# High Level IPM Structure



Within this high level structure the following will need to be clarified:

- ❖ What is the demarcation between strategic and operational roles
- ❖ What additional capabilities and capacity will be required to effectively achieve objectives
- ❖ What capabilities and capacities can be outsourced to members or other external agencies