

Tinuke Bosun-Okusaga MCIPM, HRPL, SPHRI

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PROFILE SUMMARY

I am a Management Consultant with over Nineteen (19) years' experience that cuts across private and public sectors.

My core strength lies in Change Management, Talent Management, Culture Change, Organizational Design & Development, Strategy Formulation and Implementation, Performance Management, Training & Development and Project Management.

Over the years, I have worked with organizations in building sustainable organizational and people management practices and processes.

PROFESSIONAL WORK EXPERIENCE

Boctrust Capital Limited **Principal -May 2025 – Date**

Responsibilities

Client Advisory

- Provide high-level investment advice to clients, including portfolio management, asset allocation, and risk management.
- Develop and maintain strong relationships with key clients, understanding their investment objectives and requirements.

Business Development

- Identify and pursue new business opportunities, leveraging existing relationships and networks.
- Develop and execute strategies to drive revenue growth, expand market share, and enhance the firm's reputation.

Team Leadership

- Lead and manage cross-functional teams, including investment advisors, portfolio managers, and research analysts.
- Foster a culture of excellence, innovation, and collaboration within the teams.

Investment Research and Strategy

- Stay up-to-date with market trends, economic analysis, and investment research to inform client advice.
- Collaborate with the research team to develop and refine investment strategies and recommendations.

Risk Management and Compliance

- Ensure compliance with regulatory requirements, industry standards, and firm policies.
- Oversee risk management processes, including identifying, assessing, and mitigating potential risks.

Performance Expectations

- Revenue Growth: Achieve revenue targets and drive business growth through new and existing client relationships.
- Client Satisfaction: Maintain high levels of client satisfaction, ensuring excellent service delivery and relationship management.
- Team Performance: Lead and develop high-performing teams, achieving performance targets and industry standards.
- Thought Leadership: Contribute to the firm's thought leadership initiatives, including research, publications, and industry events.

PeoplePlus Consulting (*A Human Resources and Strategy Consulting firm*)

Managing Consultant -January 2022 – April 2025

As the Managing Consultant, I help clients achieve organizational effectiveness through institutionalizing leading

people management practices. Some of the engagements I have delivered are shown below:

- Implementation of a recognition programme for a government agency
- Performance management process review for a government agency
- Culture change for a medical engineering company
- Strategic plan formulation for an EdTech company
- Facilitation of strategy sessions/retreats
- HR Policy formulation for clients cutting across various industries
- HR Outsourcing services for various clients
- Training facilitation for private and government institutions
- Organizational Transformation which includes capability assessment, job/role profiling and manpower planning

IHS Towers Nigeria (*One of the largest independent owners, operators, and developers of shared telecommunications infrastructure in the world*)

HR Process Consultant November 2022 – November 2023 (One-year contract)

I was hired as a consultant to help the company develop and update its policies and processes. I worked on twenty-five policy documents and developed over sixty process documents on this project. My specific responsibilities were as follows:

- Review existing HR policies and process documents across the company
- Schedule interview sessions with process owners to further understand the processes across functions
- Develop policies and processes database by benchmarking leading companies and professional bodies
- Conduct desktop research to identify gaps between existing policies and current business requirements regulatory requirements
- Share gap analysis report with process owners and management
- Develop draft policies and processes based on gap analysis and leading industry practice
- Send to the legal team for review and update as required
- Schedule work sessions to train process owners and members of the HR team on the new policies
- Develop an audit plan to ensure compliance

Lagos State Workforce Transformation Project (Project TALENT) - June 2021 – March 2022

Lead Consultant - Competency Framework

Development of Competency Framework for Five (5) Ministries, Departments & Agencies (MDAs).

The activities carried out are as follows:

- Assess current state and identify gaps and opportunities
- Schedule focus group sessions across the various ministries, departments, and agencies to understand current state/practices
- Document and prepare report on current state/ gaps
- Organize workshops to train selected employees on how to develop a competency framework
- Deploy job analysis questionnaire to identify job requirements
- Conduct desk-top research to benchmark leading practices
- Validate competencies with Heads of Departments through workshops
- Develop Competency Framework which includes behavioural and technical competencies
- Align the competencies with the Performance Management Framework
- Develop a training plan based on the competencies identified

Edo State Workforce Transformation Project - July 2021 - January 2022

Change Management Consultant - Edo State Government embarked on various Public Service reforms cutting across People, Process and Technology.

As the Change Management Lead, my responsibilities are as follows

- Develop a Change Management implementation plan

- Identify Change Agents to drive the Change across the Public Service
- Conduct workshops for Change Agents to develop their capability to lead change
- Engage the leadership through a Leadership Alignment session to craft a Change Vision/Message
- Develop a Communication Plan to engage all stakeholders
- Measure the impact of change across the Public Service through surveys and focus-groups

PricewaterhouseCoopers Nigeria - PwC (*PwC ranks as the second largest professional services firm in the world and is one of the Big Four Auditors, along with Deloitte, EY and KPMG*) **September 2017 – May 2021**

People & Organization Advisory, Engagement Manager

In my role as Manager, I am responsible for the following:

- **Business Development:** Networking and building client relationships, prospecting, developing proposals, making sales pitch, deals closing and negotiations
- **Project Management and Delivery:** Develop and agree work scope, develop project work plan and budget, tasks and responsibilities mapping, track delivery through regular project update report
- **Financial Planning/Budgeting** – Ensure work scope/costing is within budget, monitor and track budget versus actual on a weekly basis, ensure account receivable are collected within agreed timelines, follow-up with payments
- **Team Management** – Ensure the project team deliver in line with work plan, coach and mentor, review work output, review performance and advise on development plan
- **Stakeholder Engagement** – Engage varied stakeholders during project delivery phase i.e., Board, Executive Management, Functional Heads etc.
- **Risk Management** – Conduct due diligence before signing up on all engagements. This includes anti-money laundering checks, background check on shareholders etc.

Some Key Consultancy Assignments I Managed:

- **Organization Transformation** – Led the activities that aided the successful conclusion of a merger and acquisition for several companies. Specifically, the activities embarked on were:
 - Organization structure review and design
 - Capability Assessment
 - Workforce Planning
 - Change management
- **Talent Management Framework** – I help organizations set-up talent management frameworks which covers the following elements:
 - Talent Management policy
 - Talent Council set-up and terms of reference
 - Mentoring and Coaching framework
 - Talent Development plan
 - Succession Planning framework
- **Leadership Development Programmes** - I led the development and implementation of leadership development programmes for several companies. This covered development of a curriculum, assessments, and post training development plan for leaders.
- **HR Policy Review** – Review HR policies, procedures and practices through focus group sessions desk-top reviews to understand gaps, update policies in line with industry, business needs and regulatory requirements
- **Education Workforce Review** – Worked with a team of consultants in Ghana to review the education strategic plan, identify implementation gaps and develop report to close the gaps
- **Change Management** - Implemented a change management programme across industries. Specifically, an insurance company, manufacturing company and the Capital Market regulator

- **HR Strategy Formulation** - Helped clients craft their HR strategy to ensure there is an alignment between HR activities and the strategic goals of the organization
- **Workforce Planning** - Conducted workforce planning to determine manpower requirements and gauge utilization level of the workforce
- **Training Facilitation** - I was one of the key facilitators for the PwC HR Academy. I also facilitated in customized training for various clients. Topics covered included: Managing Change, Trends in Performance Management, Coaching skills etc.
- **Capability Assessment** - Conducted capability assessments for several clients to determine whether employees have the skills, experience, and capability to meet the demands of the business

Faculty & Academy Coordinator, PwC HR Academy

November 2017 – August 2019

- Develop training curriculum in alignment with client needs
- Manage the team to prepare training and teaching materials
- Facilitate training sessions across the HR value chain
- Develop annual training brochure to aid marketing activities
- Conduct post-training evaluation to get feedback on training impact
- Engage and collaborate with other Faculty members to ensure all training modules are covered

Assistant Manager, Human Resources

Lagos Business School (*A Not-for-Profit tertiary institution ranked as one of the top business schools globally by The Economist and Financial Times of London*)

February 2015 – August 2017 (2 years 6 months)

- **HR Strategy:** Developed annual HR strategy by engaging the business to know the business priorities for the period
- **Recruitment:** Improved quality of hire by expanding the selection pool through use of social media, also psychometric test for managerial roles
- **HR Budget:** Developed annual HR budget by identifying various cost elements in the implementation of HR strategy
- **HR Report:** Generated monthly report of HR activities for Management review and decision making
- **Onboarding:** Improved talent retention by initiating a one-week orientation programme for new hires and orientation progress meetings
- Reduced overhead cost by making use of temps to support non-critical roles
- **Employee Engagement:** Coordinate monthly get-together activities, quarterly Townhall meetings and annual Wellness programme and employee engagement surveys to promote engagement and a healthy workforce
- **Performance Management:** Redesigned the appraisal process to assess performance more objectively
- **Communication:** Improved internal communication by regularly updating the employee handbook and also generate HR content for monthly internal bulletin
- **Training & Development:** Conducted training need analysis from time to time. Liaised with both internal external training providers to bridge performance gaps
- **HR Policies:** Developed and updated policies and procedures to address regulatory requirements and business needs

Administrative Responsibilities

- Supervised Front Desk staff to ensure the reception area is well managed to receive guests
- Supervised the Switch Board staff to ensure calls coming in and going out of the school are effectively managed

Protocol and Logistics

- Developed and managed effective system for transport and logistics in the School. Ensured efficient use of drivers and pool vehicles. Responsible for arranging airport pick-ups.
- Developed and managed relationship with service providers to ensure uninterrupted services delivery and value for money (e.g. Courier agencies; Car service stations, e.t.c).
- Responsible for the supervision of drivers and any other staff that may be assigned to the unit.
- Developed and implemented proposals for service improvement. Track car mileage and motoring costs.
- Developed and implemented approved budget for the unit Monitored budget spending and provided reports as required.
- Developed and regularly update procedures for the services provided in the units.
- Monitored the activities of the mailing unit to ensure full compliance with procedures and processes.
- Served as liaison for processing of visas and travel documents for staff on official trips.
- Responsible for the processing of flight tickets in line with travel policy.

Senior HR Officer

Lagos Business School

January 2011 – January 2015 (5 years)

- Assisted in restructuring the recruitment process by designing staff requisition form for proper documentation of recruitment requests
- Ensured disciplinary matters were promptly attended to and the disciplinary policy was strictly adhered to
- Initiated the use of bio-metric machine to manage overtime payment and attendance issues
- Initiation and update of procedures/policy formulation
- Assisted in summarizing appraisal results at the end of every quarter
- Management of HR Information System. Part of the team that implemented SAGE software for HR operations
- Ensured new hires are oriented on resumption and inducted within 4 months of employment
- Supervised other services like logistics, travel, Switch Board etc.

HR Officer

Lagos Business School

January 2009- December 2010 (1 year)

- ❖ Assisted in recruitment and manpower planning
- ❖ Liaised with line managers for staff training and development
- ❖ Policy development and communication
- ❖ Designed staff induction/orientation programme
- ❖ Employee welfare matters; birthdays, wedding ceremonies, HMO administration etc.
- ❖ Roll-out the quarterly appraisal exercise. Compile report for the HR Manager
- ❖ Attend to all employee grievances and disciplinary matters; escalate matters to appropriate authority

HR Officer - Gapbridge Microfinance Bank

June – Dec 2008

- Recruitment, selection and deployment
- Manpower planning
- Performance management and career development

- Employee welfare and relations
- HR information system and audit
- Payroll administration

**Human Resources/Administration Consultant (Consulting/Contract) - Moland Resources Ltd.
(An integrated real estate/Investment company)**

Dec 2007 – March 2008

- Recruitment & staffing logistics
- Development of policies & procedures
- Payroll administration
- Organizational development
- General office administration

**Human Resources/ Administration Officer (Pioneered the HR department) - Wealthzone Limited
(An hedge fund / Portfolio management company)**

April 2007 – Nov 2007 (8 months)

- Managed and coordinated the recruitment and staffing logistics single handedly
- Welfare and employee relations; introduced presentation of gifts to staff on their birthday
- Performance management administration; initiated appraisal system
- Policy formulation
- Purchasing/ logistics
- General office administration

Sales & Marketing Officer - Wealthzone Limited

November 2006 - March 2007

- Marketing of various investment products
- Relationship management

Administration Assistant (Internship) - Believers' Loveworld Incorporated

July 2005 – June 2006

- Reporting and organizing the activities of the various units/cells
- Carried out banking transactions
- Oversee the maintenance of facility and equipment

**National Youth Service Corps - Yola North Local Government, Yola, Adamawa State
Accounts Section**

March 2003 - February 2004

- Assist in the preparation of monthly staff salaries
- Assist in the processing of payment vouchers for different projects
- Carried out banking transactions
- Records management and filing of correspondences

Board Appointments

- St. Saviour's School, Ebute-Metta
- ENIPRO Training Academy

EDUCATION, CERTIFICATIONS AND PROFESSIONAL MEMBERSHIP

Education

- [2018] Lagos Business School
Executive Masters in Business Administration (MBA)
- [2016] IESE Business School, Barcelona
International Module, Executive MBA
- [2002] Federal University of Technology, Akure
Bachelors of Technology, Agric Economics (B. Tech) Second Class Honors
- [1993-1995] Wesley College of Science, Elekuro, Ibadan
- [1990-1992] St. Louis Grammar School, Mokola, Ibadan

Certifications

- Senior Professional in Human Resources International (SPHRi)
Issued by HR Certification Institute (HRCI) 2021
- Member, Chartered Institute for Personnel Management (MCIPM)
Issued by Chartered Institute for Personnel Management (2020)
- Certified Management Trainer
Issued by Center for Management Development 2019
- Thomas Psychometric Assessor
Issued by Thomas International - 2019

Professional Memberships

- Member, Society for Corporate Governance Nigeria (SCGN)
- Member, Society for Human Resources Management (SHRM)
- Member, Chartered Institute of Personnel Management (MCIPM)
- Member, Association for MBAs

Volunteer Opportunities

- **Assessor, Youth of Enterprise** - Youth of Enterprise (YOE) Internship Programme is one of EnterpriseNGR's immediate developmental initiatives that aims to address the national youth unemployment and under-employment trends as well as build capacity in the private sector
- **Mentor, Teach for Nigeria** - The Teach For Nigeria Fellowship is a transformational leadership programme that equips Fellows with transferable leadership skills to effect change beyond the classrooms in the target communities
- **Volunteer, Lagos State Employment Trust Fund (LSETF)** – I contribute to the achievement of the mandate of LSETF which is to help Lagos State residents create jobs and wealth, and reduce unemployment in the following areas: Community Sensitization, Coaching/Mentoring, Training (Webinar/Master Class) Facilitation
- **Mentor, Women in Management, Business and Public Service (WIMBIZ)** is a non-profit organization that has, over the years, implemented programmes that inspire, empower and advocate for greater representation of women

Explanations for gaps in CV:

August 2002 (end of university) – Feb. 2003 - Awaiting NYSC

March 2004 - June 2005 - Job searching.

July 2006 – October 2006 - Job searching

April 2008 – May 2008 - Job searching