Strategic Staff Development Service Grant

The Leadership Development & Strategic HR Practice is presented by American Express

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Outline

- Introduction
- Leadership Development and Strategic HR (LDSHR)
- How does the Strategic Staff Development Service Grant fit in?
  - What are the deliverables and what value does the Grant bring
  - What is in scope for this Service Grant?
  - What are the criteria to qualify for this Service Grant?
- Process
  - Key milestones
  - Pro Bono Consultant team

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Leadership Development & Strategic HR

The Purpose:
• Help organizations think and act strategically with regard to talent management
• Use targeted leadership development to build capacity
• Integrate “people” goals with broader priorities

The Result:
• Engaged employees
• Stronger, more aligned organization
• Standard practices and reduced administrative burden

“Many successful business CEOs spend well over half their time on people-related issues. In contrast, the executive directors of nonprofits tend to devote the lion’s share of their time to fundraising.”

THE BRIDGESPAN GROUP
The Nonprofit Sector’s Leadership Deficit
“A growing number of grantmakers are recognizing that leadership development is a key driver of organizational effectiveness and are beginning to invest in new and more robust models to help.”

SYLVIA YEE
Vice President, Evelyn and Walter Haas, Jr. Fund

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Where Strategic Staff Development fits in

HR Capacity Build
Performance Management
Strategic Staff Development
Board Recruitment

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Strategic Staff Development value

What can a Pro Bono Consultant team accomplish through this grant?
→ Provide a framework to articulate staffing implications of key strategic priorities
→ Lead an analysis that yields a robust competency model and outlines important staffing metrics
→ Assess the client’s current staff and prioritize development activities
→ Help organization make good decisions about hiring, training, and task allocation

Why is this important?
To achieve its strategic objectives, an organization must include people issues and possibilities in its planning process.

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Challenges that can be explored

- Outdated or lacking competency model
- Gaps resulting from rapid growth
- Confusion about staffing needs; Unclear staff development priorities
- High turn-over; declining satisfaction/engagement
- Lack of feasible options for individual and organizational development.
- Ineffective training

*Note: The Pro Bono Consultant team will likely only be able to explore a few specific to the Client*  
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The Scope of this Grant

Strategic Staff Development has 4 Parts. This Service Grant will focus on one of them

- Creating a competency model
- Building a full profile of the Client’s ideal staff
- Identifying strategies for developing the Client’s staff into their ideal staff
- Building a full profile of the strengths and limitations of the Client’s current staff
The Work is Customized

The Pro Bono Consultant team will work with the Client to decide a focus for the project. For example:

- Creating a competency model
- Building a full profile of the Client’s ideal staff
- Identifying strategies for developing the Client’s staff into their ideal staff

Size of bubble indicates time spent

In this case, the team will spend the majority of the project helping the Client creating a competency model to inform their staff development priorities

But, the will also provide insight into other aspects of Strategic Staff Development

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Activities that are not in scope

- Getting an organization to basic or tactical level (HR 101)
- Strategic planning
- Implementation: The Pro Bono Consultant Team will only recommend solutions and give suggestions for execution
- Recruitment and evaluation of candidates
- Organizational design
- Board management
- Systems revamp or outsourcing
- Succession planning
- Executive coaching or mentoring

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Grant Criteria

- A current strategic plan and an annual operating plan
- An Executive Director or HR Director who is committed to this project
- An employee manual outlining organizational workplace policies
- Current job descriptions
- Basic HR systems to manage performance evaluation, hiring & recruiting, and benefits & compensation
- Staff that can invest the time to make the project succeed
  - Executive Director: 2-3 hours each week
  - Human Resources Director*: 2-3 hours each week
  - Select managers (2-3): 10-15 total
  - All managers: 1-4 total
  - Selection of non-management staff: 2-3 hours each total

*Or Individual responsible for HR

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The Process

Kickoff
- Draft Project Plan
- Review client materials
- Our current understanding
- Kickoff Interviews
- Requirements Brief

Research and Analysis
- Discovery interviews
- Competency Analysis
- Client data review
- Further review of client materials
- Research Findings Presentation

Assessment and Priorities
- Assessment session prep
- Conduct Assessment
- Staff Assessment and Priorities Presentation

Staff Strategy
- Staff Development Resource Kit
- Staff Development working session

Implementation

The Strategic Staff Development Team

- Account Director
- Project Manager
- Staff Development Strategist
- 2 Staff Development Associates

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