



Strategic Staff Development Service Grant



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



The design of the Strategic Staff Development Service Grant has been generously supported by the Newman's Own Foundation

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

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What experts and funders are saying



“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

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evelyn & walter HAAS, JR. fund

“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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The Change

Most organizations are here



Basic HR tackles the necessary tasks, but is often isolated from other initiatives.



Well-managed HR supports the organization and considers leadership, but isn't fully connected to the bigger strategy.

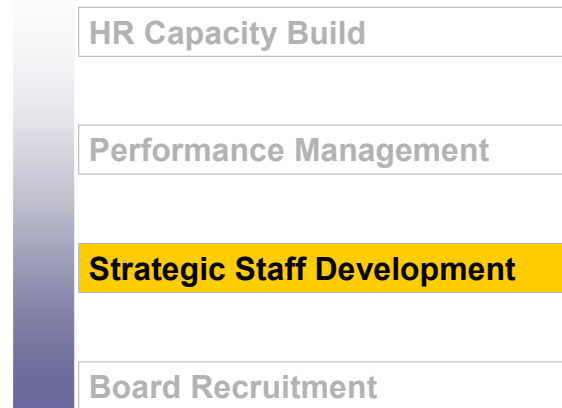
Our Leadership Development and Strategic HR Services Grants work to get them here



Strategic HR and leadership development fully integrates HR goals and tasks to create a stronger, more aligned organization.

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Where Strategic Staff Development fits in



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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

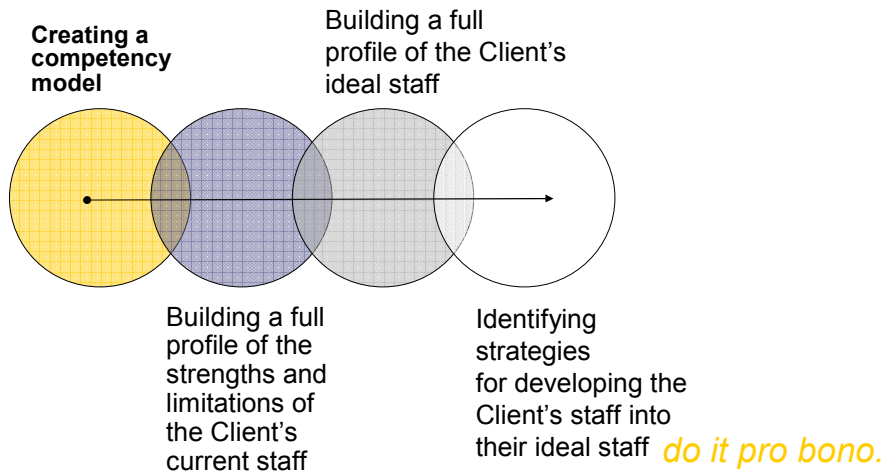
*Note: The Pro Bono Consultant team will likely only be able explore a few specific to the Client

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The Scope of this Grant

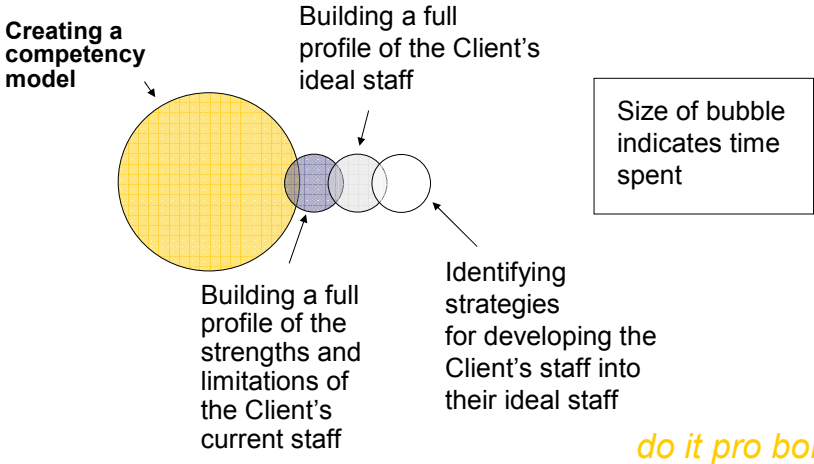
Strategic Staff Development has 4 Parts. This Service Grant will focus on one of them



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The Work is Customized

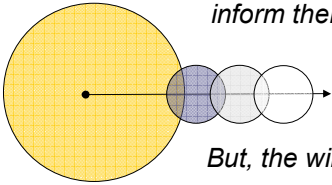
The Pro Bono Consultant team will work with the Client to decide a focus for the project. For example:



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Creating a competency model

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



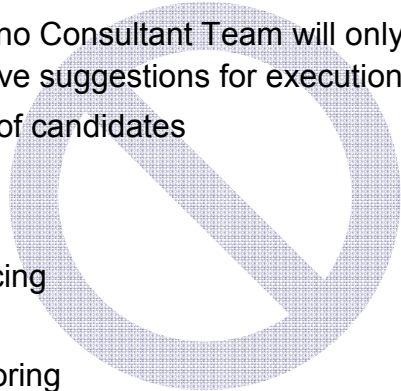
But, they will also provide insight into other aspects of Strategic Staff Development

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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

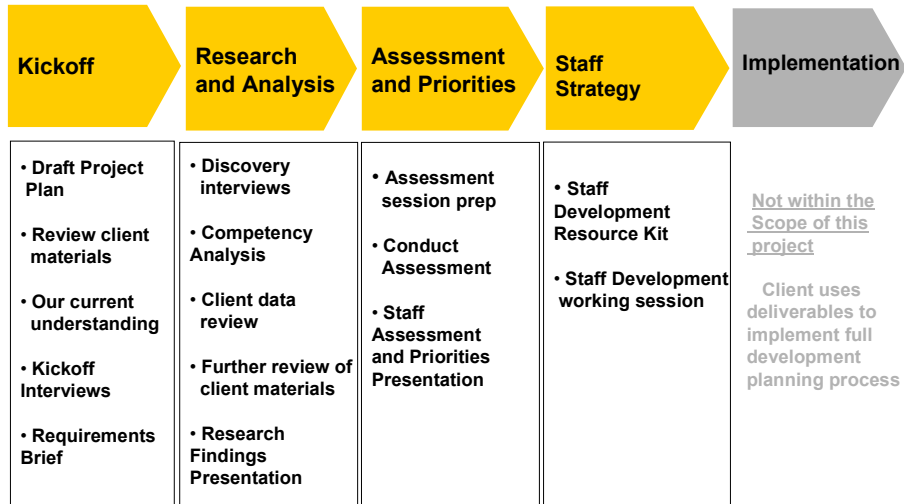
- A current strategic plan and an annual operating plan
- An Executive Director or HR Director who is committed to this project
- An employee manual outlining organizational workplace policies
- Current job descriptions
- Basic HR systems to manage performance evaluation, hiring & recruiting, and benefits & 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



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The Strategic Staff Development Team

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

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