



**MAKE IT  
MATTER**

**HUMAN RESOURCES CAPACITY BUILD  
SERVICE GRANT**

# OUTLINE

- ▶ Why Leadership Development & Strategic HR?
- ▶ Overview of Human Resources Capacity Build Service Grant
- ▶ Value Proposition
- ▶ Scope
- ▶ Process
- ▶ Nonprofit eligibility criteria
- ▶ Pro bono consultant team
- ▶ Case study



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# LEADERSHIP DEVELOPMENT & STRATEGIC HR

## WHAT EXPERTS 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*

# LEADERSHIP DEVELOPMENT & STRATEGIC HR

## WHAT FUNDERS ARE SAYING

“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*

# OVERVIEW OF SERVICE GRANT

## THE PURPOSE

- ▶ Help organizations think and act strategically with regard to talent management
- ▶ Use targeted leadership development to build capacity
- ▶ Integrate HR goals with broader organizational priorities

## THE RESULT

- ▶ More deeply engaged staff
- ▶ Stronger, more aligned organization
- ▶ Standard practices and reduced administrative burden

# VALUE PROPOSITION

Integrating human resources with your organizational strategy gives you a strategic advantage in performing efficiently, hitting organizational goals, and meeting the needs of your community. Before individual solutions can be employed, an organization needs to gain an accurate and comprehensive understanding of the current state of their HR function and its needs.

## HRCB OFFERS:

- ▶ Assessment: nine key areas of human resources
- ▶ Strategy: detailed, feasible plan for short- and long-term action
- ▶ Implementation: Quick Fixes in high priority areas

# POTENTIAL CHALLENGES TO BE EXPLORED

- ▶ Issues resulting from rapid growth
  - ▶ High turn-over
  - ▶ Declining satisfaction
  - ▶ Burn out
- ▶ HR siloed with executive director
- ▶ Administrative inefficiency
- ▶ Performance issues
- ▶ Gaps in skills
- ▶ Inconsistent HR practices

\*Note: The pro bono consultant team will likely only be able explore a few challenges specific to the Client

# SCOPE

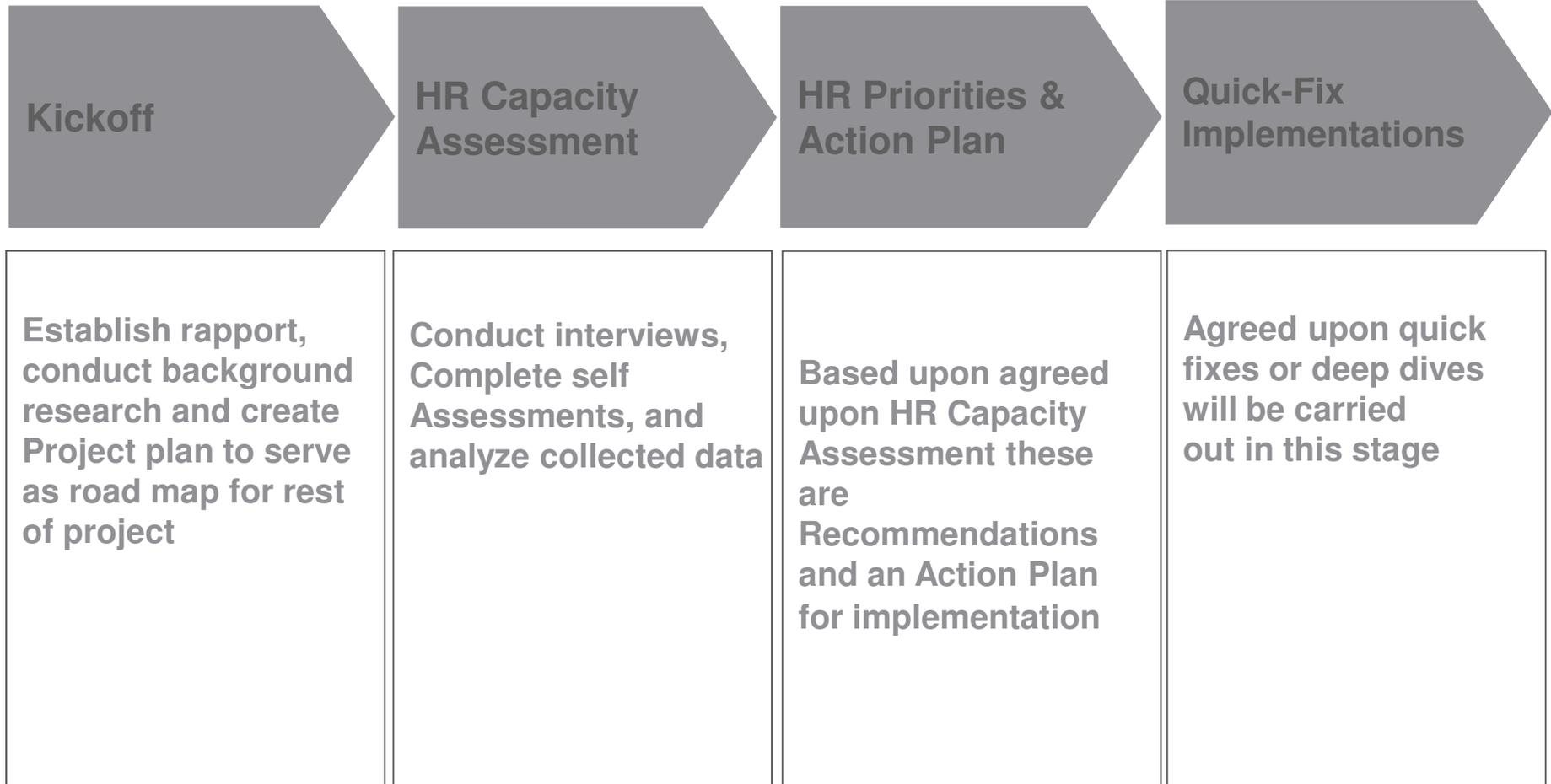
## In Scope

- ▶ Discovery: up to 8 interview sessions
- ▶ HR Capacity Assessment
- ▶ HR Capacity Self-Assessment completed by up to 8 staff members
- ▶ Priorities and Action Plan
- ▶ Implementation of up to 3 Quick-Fixes in 1 area of HR

## Out of Scope

- ▶ Extensive implementation
- ▶ More than a few quick-fixes
- ▶ More than 1 area of concentration for Quick-Fix Implementations

# PROCESS



# NONPROFIT GRANTEE CRITERIA

- ▶ Clearly articulated strategic priorities and organizational goals
- ▶ An Executive Director or HR Director who is strongly committed to this project
- ▶ An employee manual outlining organizational workplace policies
- ▶ Basic HR systems that manage performance evaluation, hiring and recruiting, and benefits and compensation
- ▶ At least 8 full-time staff
- ▶ Staff that can invest the necessary time to make the project succeed:
  - ▶ Executive Director: 2-3 hours each week
  - ▶ Human Resources Director\*: 2-3 hours each week
  - ▶ Day-to-Day Contact (may be same as HR Director) 3 hours each week
  - ▶ Managers (2-3): 10-15 hours total over the course of the project
  - ▶ Selection of board members, volunteers, and employees: 2-3 hours each over the course of the project

\* Or person responsible for HR in the organization

# THE SERVICE GRANT TEAM

**Account Director**

Name

**Project Manager**

Name

**HR Strategist**

Name

**HR Generalist**

Name

**HR Generalist**

Name

# CASE STUDY

THE PROJECT	THE WORK	THE IMPACT
<p>Oakland Asian Students' Educational Services (OASES) needed to address challenges posed by rapid growth, increase leadership capacity, &amp; improve retention.</p> 	<p>Pro bono Consultant team provided OASES with comprehensive assessment of HR systems &amp; an actionable improvement plan.</p>	<p>Identified need for management team to oversee the day-to-day tasks, building the executive team's capacity to manage big picture.</p> <p>Created incentives, career pathways, and professional development goals.</p>