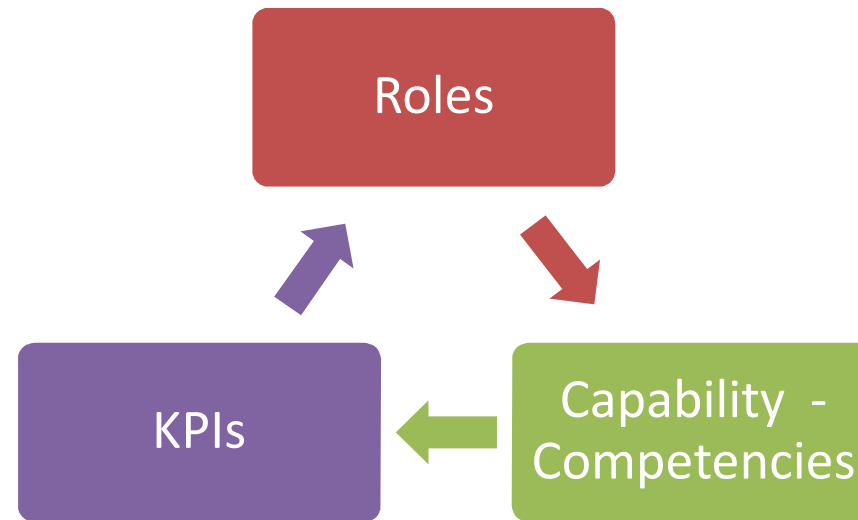


Capacity Building for NGO Leaders

Competency Modeling for Strategic
Leadership of Social Services
Organizations

"I will get the job done!"



Capacity Building Framework

- Map training and development needs in leading management position for:
 - Organisation - better succession planning
 - Individual – career development
- Capability, in terms of HR competencies, represents the desirable behaviors required at work, in terms of knowledge, skills and personal characteristics, in order to perform a specific job effectively.

What we have and what we miss...

(2004 competency modeling exercises)

Models

Generic competency models for

- Managerial Staff
- General Staff

Functional competency models for

- Social Worker
- Paramedical Staff
- Administrative Staff
- Pre-school Educator
- Programme Staff

Usage

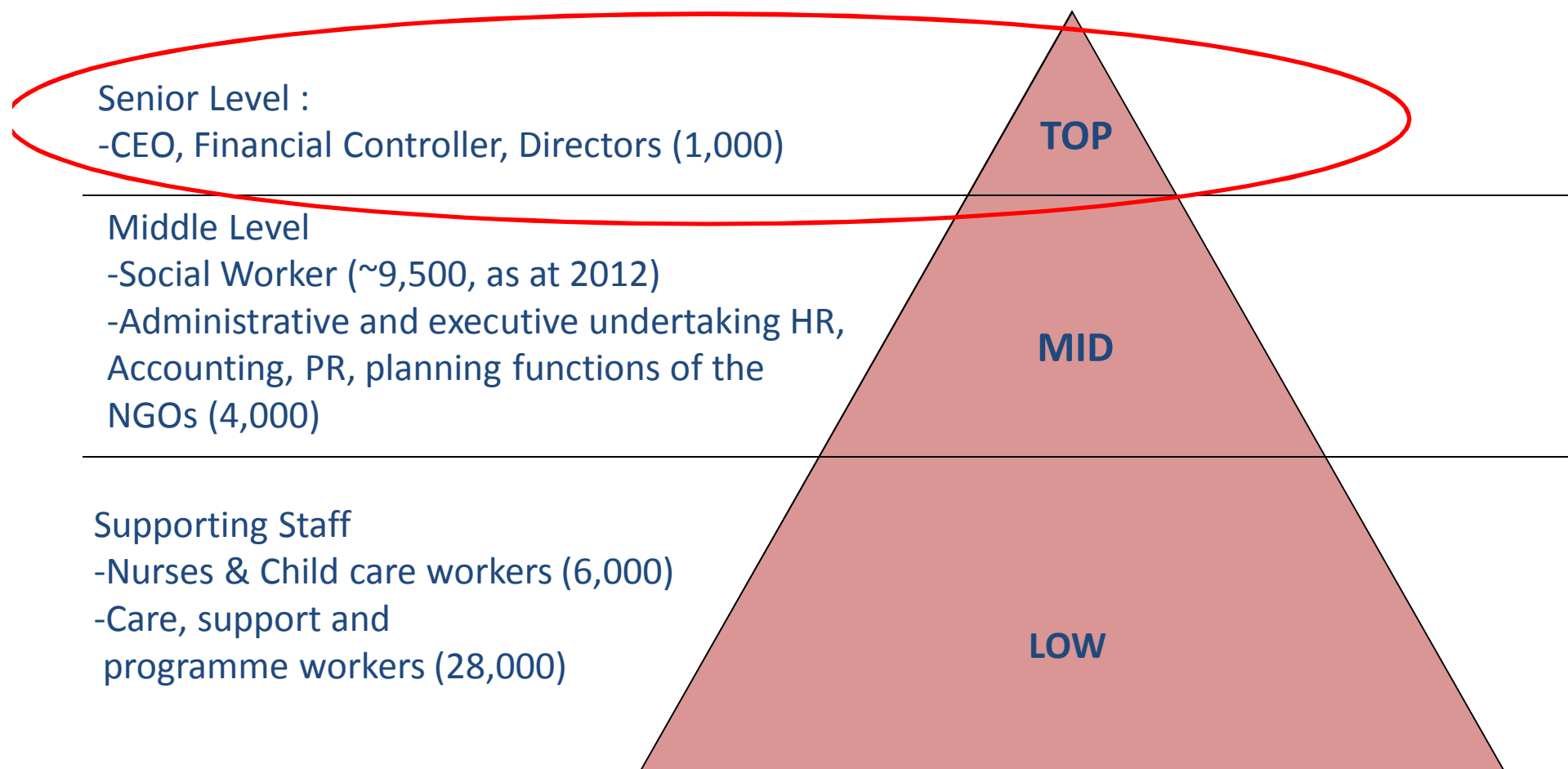
- Performance appraisal

(individual NGOs)

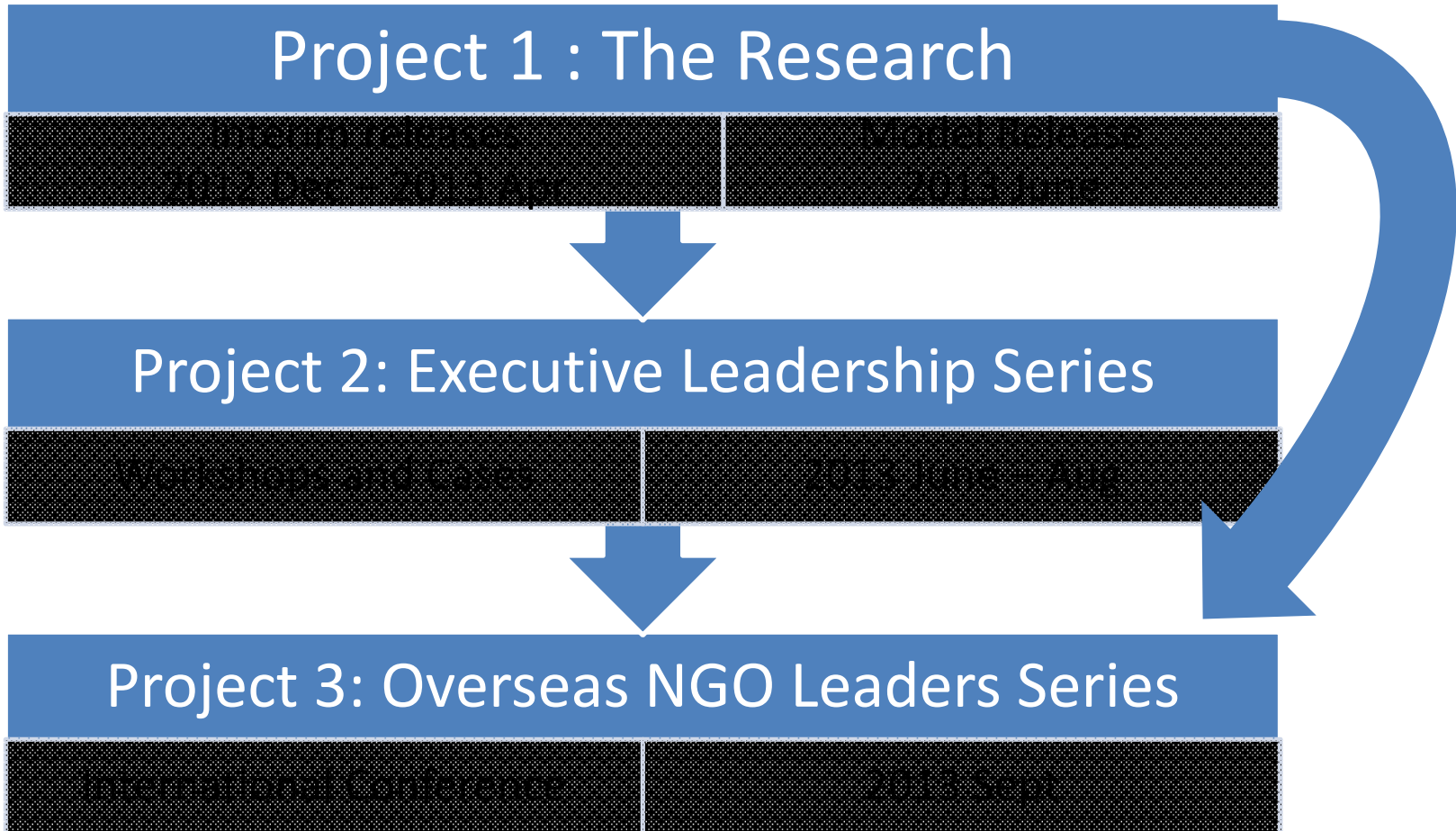
- Training courses

(HKCSS Institute)

Social Service Sector Manpower profile



2-Year Schedule





Key Pillars of Talent Management

Talent Strategy

Staffing

- Workforce planning
- Candidate attraction
- Job descriptions
- Selection (interviews, assessments)
- Promotions

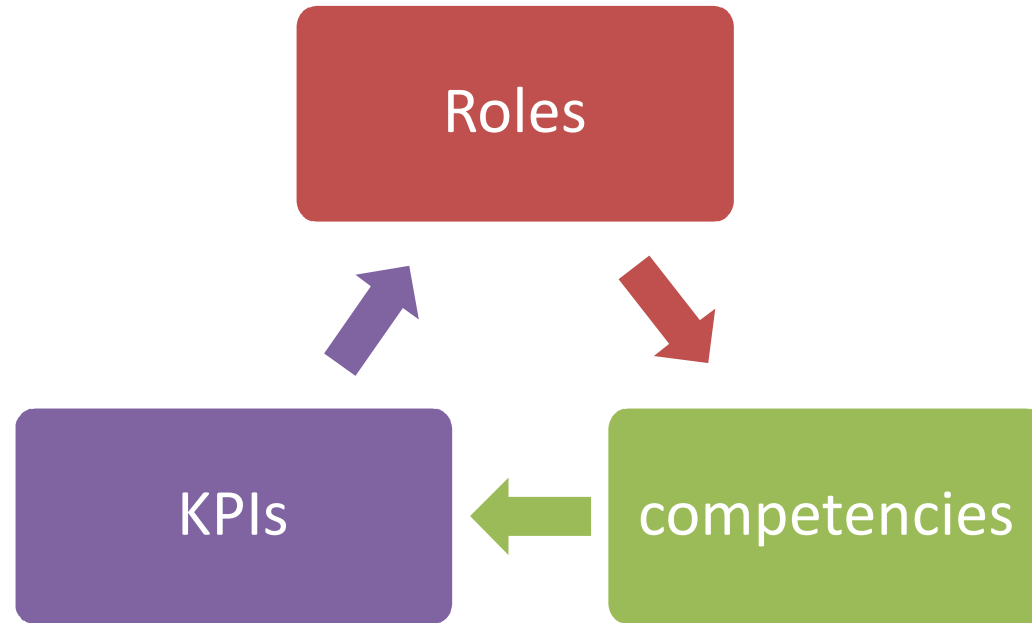
Development

- Training
- High Potential programs
- Managed talent movement
- Succession planning

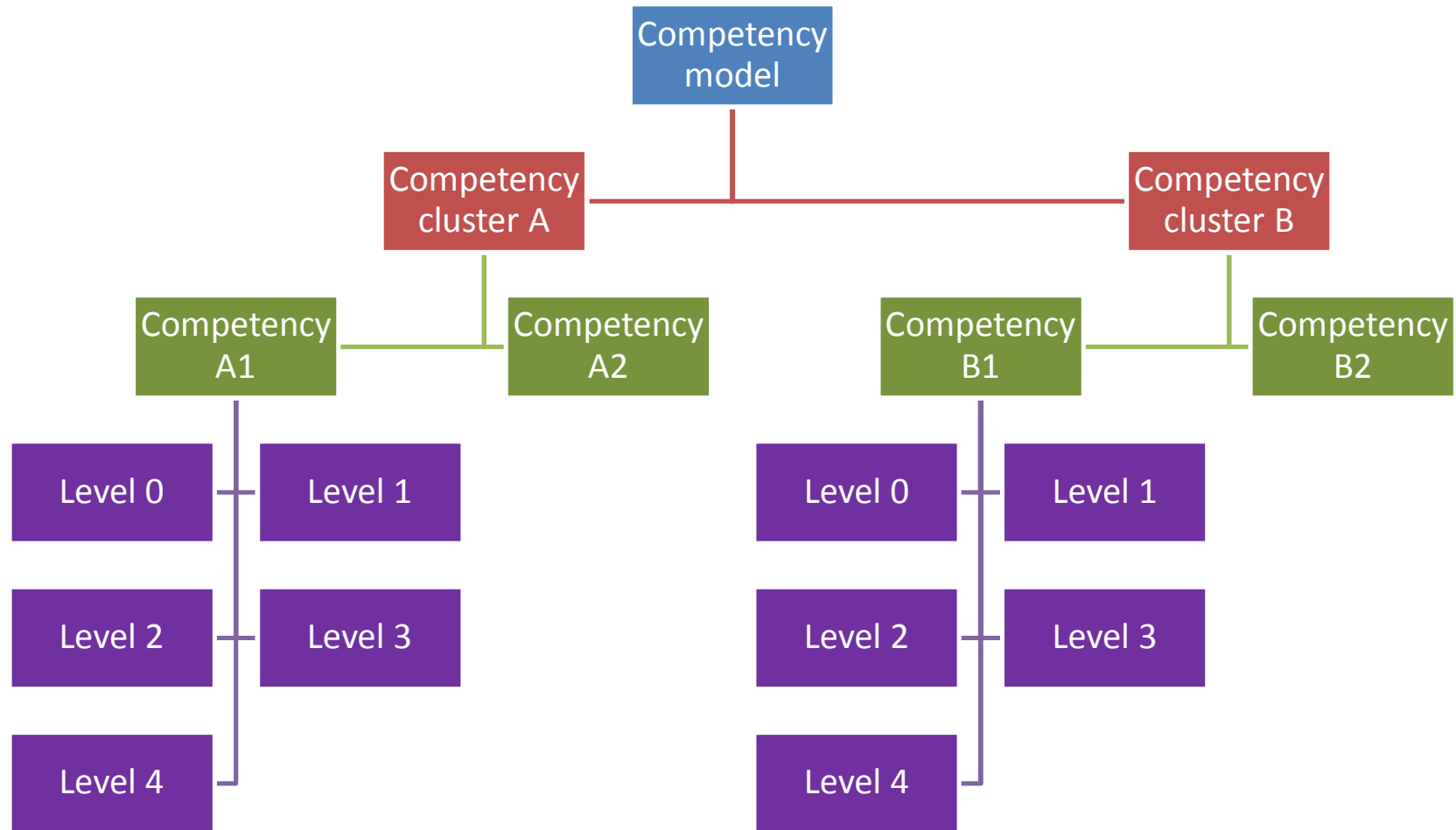
Performance Management

- Goal setting
- Performance Review
- Performance improvement/ problem performance

Talent Infrastructure

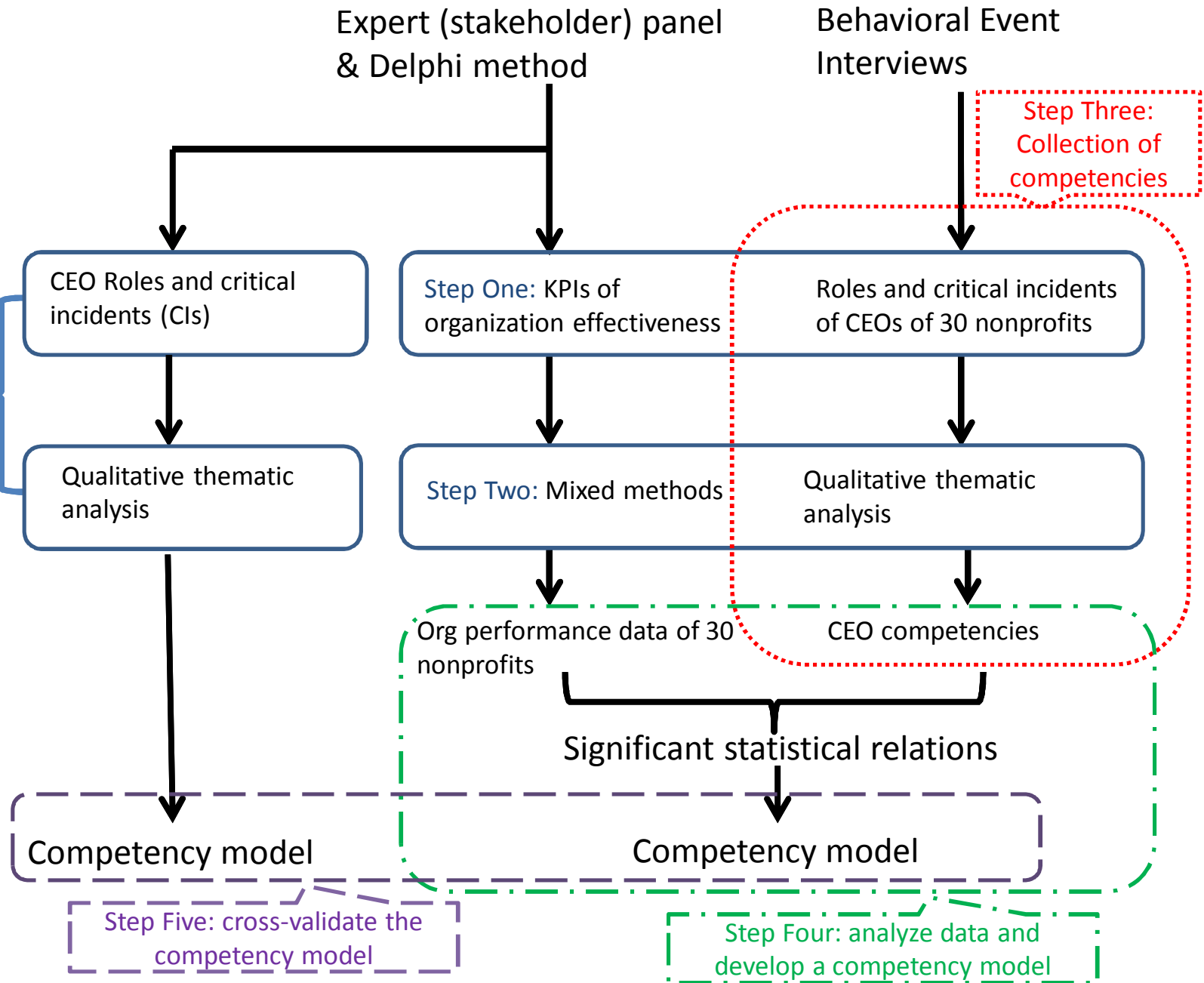


Competency models of the distinguishing characteristics of superior performers of CEO/MD/ED position



Literature review of research findings on:

- Org KPIs and measurements to inform mixed methods;
- CEO roles & competencies / capacities to inform coding template for thematic analysis



Timeline of competency modeling for strategic modeling

Project steps	Stakeholder Panels using Delphi method	Estimated Completion Dates	BEI to collect competencies	Estimated Completion Dates
Planning	Done	Jul., 2012	Done	Jul., 2012
Ethical committee	Ongoing	Sep., 2012	Ongoing	Sep., 2012
Pilot study	Ongoing	Sep., 2012	Ongoing	Oct., 2012
Main study	Yet to happen	Mar., 2013	Yet to happen	Mar., 2013
Report writing	Yet to happen		Jun. 2013	