Staff Development

The CDFI Fund's Capacity Building Initiative: *Building Native CDFIs' Sustainability and Impact II*

September 18, 2019

ICF and First Nations Oweesta Corporation, Inc.

Disclaimer

About the creation of this presentation:

The development of this presentation was funded by the CDFI Fund, under Contract No. GS00Q14OADU119. The information provided and opinions expressed in this presentation are those of the authors, who are solely responsible for the content, and do not reflect the opinions of the CDFI Fund or any other person, entity, or organization.

Introduction

This Webinar Will Help Participants:

- Understand the value of developing human capital to support organizational sustainability

- Differentiate between staff *training* and staff *development*

- Develop an action plan for identifying and prioritizing training needs

- Identify training opportunities relevant to organizational positions and develop policies and procedures for training protocols

- Identify development opportunities for staff that are accessible and in line with organizational culture

- Develop a human capital development strategy, which may include performance management tools and individual development plans

Presenters

- Megan Bolado, Independent Consultant

- Jeff Tickle, General Manager, Cook Inlet Lending Center

- Sheila Herrera, Executive Director, Tiwa Lending

Chat Box Introductions

Please type your name, your title, and what organization you are from in the chat box!
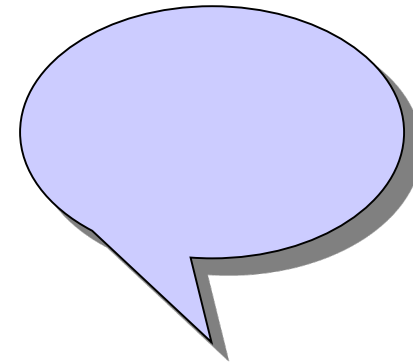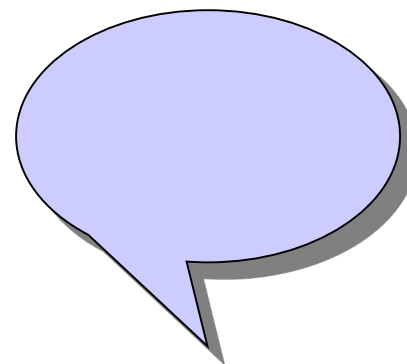
Poll Question

Has your organization developed a human capital strategy?

Share any additional comments in the chat box.

- Yes
- No
- Not sure
- In process

Human Capital: the Economic Value of an Organization's Employees

- Knowledge

- Skills

- Culture

- Trust

- Experience

Value to Companies and Organizations

- Skilled employees

- Less turnover

- Less time and resources spent training or equipping staff

- Greater productivity and efficiency

- Opportunity for growth and sustainability

Value to Employees

- Skill and career-building opportunities

- Training and development as an employee benefit

- Increased confidence and problem solving
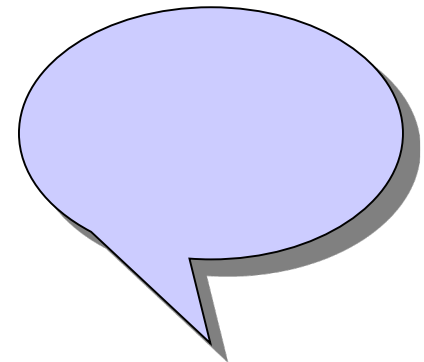
- Buy in and loyalty

Staff Training:
Refers to the teaching of specific knowledge or job-related skills

Chat Box Question

What are the areas of training your staff need the most?

Please type your responses into the chat box.

Prioritize Training Needs

- ✓ Identify core competencies for each staff role.

- ✓ Consider organizational goals or benchmarks or future growth.

- ✓ Talk to your staff!

Strategies for Identifying the Right Training

Affordable	Accessible	Valuable	In line with organizational culture and mission
• Cost of the training • Cost of staff time • Cost of organizational resources (room, use of computers, etc.)	• In-person or remote • Group or individual • Available at appropriate times or dates • Technological or resource requirements	• Directly relates to identified needs • Directly relates to organizational success • Provides foundation for future needs or organizational success	• Culturally appropriate • Aligns with existing business practices, code of ethics, policies and procedures, etc.

Chat Box Question

What questions do you have about identifying training opportunities?

Please type your responses into the chat box.
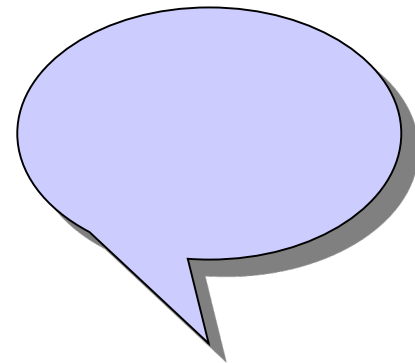
Staff Development:

Refers to the activities or processes that support short- and long-term knowledge, skills and personal effectiveness

Staff Development, Core Components

- Performance Management
  - Documented means by which employees and managers give and receive feedback about their performance.

- Individual Development Plans
  - Documented plans a manager or supervisor creates with an employee to help them with their individual goals.

- Goal-setting
  - A process that helps an employee to think about their work in the short, medium, and long term.

Design a form or system that documents employee reviews.

STAFF PERFORMANCE REVIEW

EMPLOYEE INFORMATION

Employee Name: _____   **Job Title:** _____

Manager: _____   Team/Unit: _____

Hire Date: _____   Last Appraisal: _____

Be explicit about how employees are going to be evaluated.

PERFORMANCE RATINGS

Definition of Ratings

1. **Outstanding:** Performance far exceeds expectations or yielded breakthrough results
2. **Exceeds Expectations:** Performance exceeds expectations
3. **Meets Expectations:** Performance meets expectations
4. **Partially Meets Expectation:** Performance met some, but not all, of the expectations for the position
5. **Significantly Below Expectations:** Performance consistently failed to meet expectations for the position

A review is also a space to provide suggestions on how to improve, if needed, or words of appreciation for a job well done.

Goals and Performance Review			
Individual Performance Goal *Should be Specific, Measurable, Ambitious, Realistic & Time-Bound*	**Metrics/Outcomes** *How do we know the goal was accomplished?*	**Timeframe** *Qtr*	**Review**
-			▪ __ Outstanding ▪ __ Exceeds ▪ __ Meets ▪ __ Partially meets ▪ __ Significantly below

Reviews should be connected directly with the employee job description and/or the goals stated in the individual development plan.

STAFF PERFORMANCE & PROFESSIONAL DEVELOPMENT GOALS

EMPLOYEE INFORMATION

Employee Name: _____

Job Title: _____

Manager: _____ Team/Unit: _____

Date: _____ Planning Period: _____

PERFORMANCE GOALS

Goals should always be: **S** – Specific **M** – Measurable **A** – Ambitious **R** – Realistic **T** – Time Bound

A. Performance Goals

Strategic Plan Goal/ Objective(s)	Individual Performance Goal *Should be Specific, Measurable, Ambitious, Realistic & Time-Bound*	Metrics/Outcomes *How do we know the goal was accomplished?*	Timeframe *Qtr.*
		-	
	-	-	
	-	-	

B. Professional Development Goals

Competency/ Knowledge Area / Skill	Professional Development Goal *Should be Specific, Measurable, Attainable, Realistic & Time-Bound*	Specific Activities *Courses, on-the-job opportunities, books, coaching…*	Timeframe *Qtr.*
	-	-	
		-	

Employee Signature: _____   Date: _____

Supervisor Signature: _____   Date: _____

Develop a method for regularly setting agreed upon performance goals. This helps hold employees and managers accountable.

Goals should be tied directly to the organization's work and the employee's job description.

Goals should have specific, measurable outcomes.

It's important to set a timeframe to help clarify expectations.

STAFF PERFORMANCE & PROFESSIONAL DEVELOPMENT GOALS

EMPLOYEE INFORMATION

Employee Name: _____

Job Title: _____

Manager: _____ Team/Unit: _____

Date: _____ Planning Period: _____

PERFORMANCE GOALS

Goals should always be: **S** – Specific   **M** – Measurable   **A** – Ambitious   **R** – Realistic   **T** – Time Bound

Career goal setting helps employees to build their skill sets more broadly.

A. Performance Goals

Strategic Plan Goal/ Objective(s)	Individual Performance Goal *Should be Specific, Measurable, Ambitious, Realistic & Time-Bound*	Metrics/Outcomes *How do we know the goal was accomplished?*	Timeframe *Qtr.*
		-	
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	-	-	

B. Professional Development Goals

Competency/ Knowledge Area / Skill	Professional Development Goal *Should be Specific, Measurable, Attainable, Realistic & Time-Bound*	Specific Activities *Courses, on-the-job opportunities, books, coaching...*	Timeframe *Qtr.*
	-	-	
		-	

Encourage staff to think about creative ways they can build their skills

Employee Signature: _____ Date:

Supervisor Signature: _____ Date:
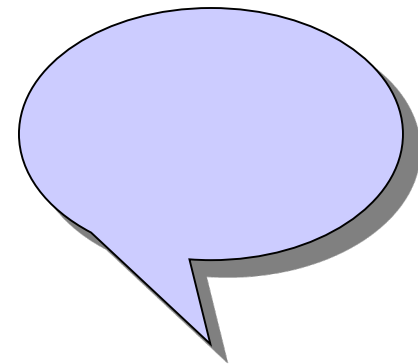
Staff Development Also May Include..

- Career path guidance

- Mentorship and coaching

- External trainings

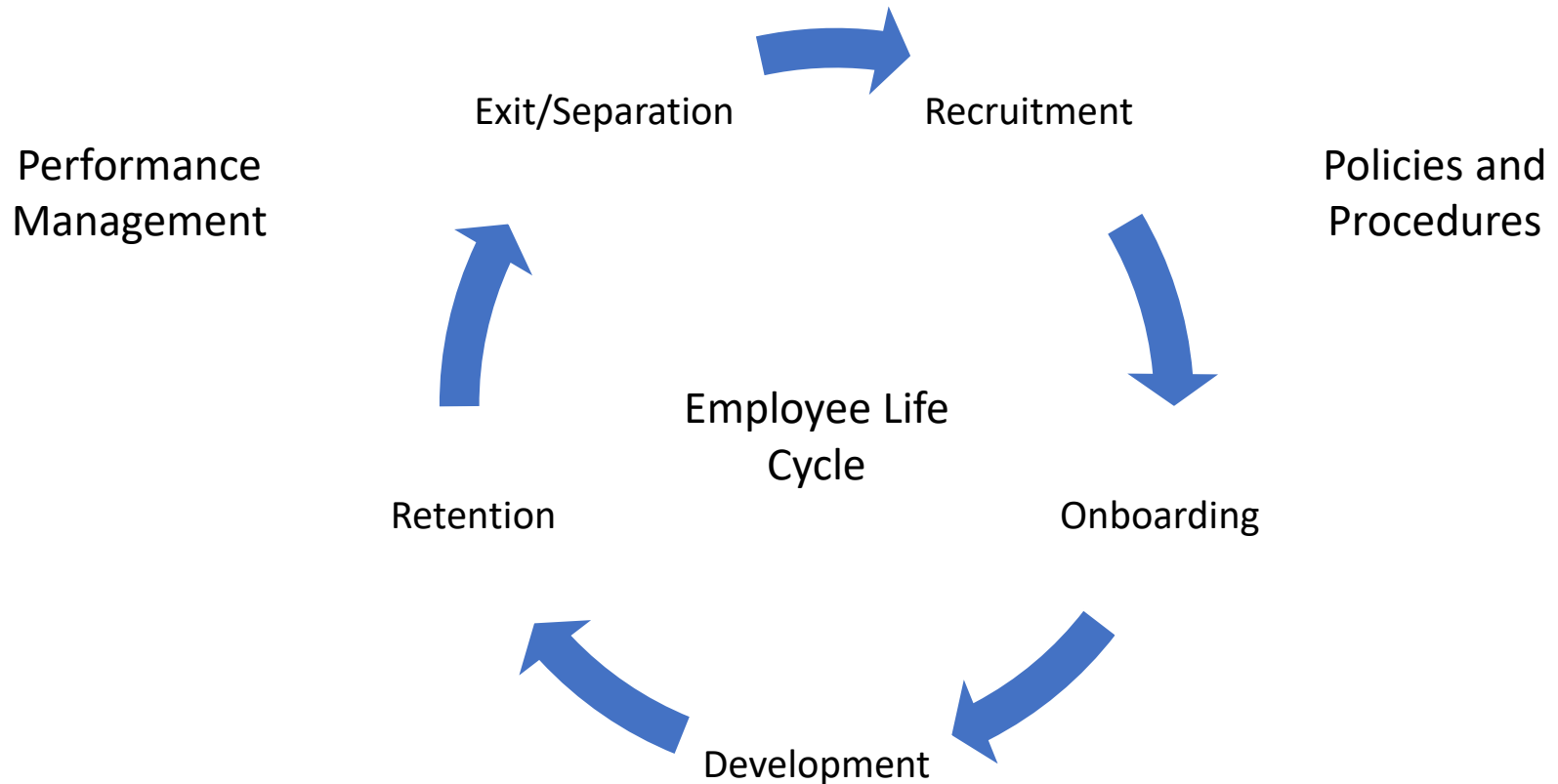- Staff appreciation

Developing a Human Capital Strategy

Poll Question (select all that apply):

- We have a standard onboarding procedure for new employees

- We have a defined process for performance management

- We have an employee handbook

- We utilize individual development plans with our staff

- We do not currently utilize any of the above techniques for managing staff

Considering a Human Capital Strategy:

Exit/Separation

Recruitment

Performance Management

Policies and Procedures

Employee Life Cycle

Retention

Onboarding

Development

Recruitment

- First, assess your staffing needs

- Develop clearly defined job descriptions to meet those needs

- Determine the qualities you're looking for in a potential employee – "fit"

- Market your open positions

Planning for Onboarding

Think about how you want to onboard a new employee and write down how you will help an employee become familiar with your work. It may be helpful to think about onboarding in two parts:

- Organization Orientation
  - Policies and Procedures
  - Employee Handbook
- Position Orientation
  - Roles and Responsibilities
  - Technology and Tools
  - Required Training

Policies and Procedures

The written guidelines that regulate how an organization operates which provides legal protection and justification for decision-making processes.

- Organizational Governance
- Personnel Processes
- Financial Management Processes

Developing Policies and Procedures

Tackle each section separately – staff and board can be involved in the development!

- **Personnel**
  - Workplace expectations
  - Performance review process
  - Disciplinary procedures
  - Exit/Termination procedures and forms
  - Compensation and benefits
- **Financial Management**
- **Organizational Governance**
  - Board bylaws
  - Organizational mission
  - Organizational structure and hierarchy

Policies and Procedure Resources

- BoardSource
  - https://boardsource.org/resources/creating-policies/

- Corporation for National and Community Service
  - https://www.nationalservice.gov/sites/default/files/resource/Policies_Procedures_Management_Controls_Workbook.pdf

- National Council of Nonprofits
  - http://www.councilofnonprofits.org/

Employee Handbook

Written as a reference for employees regarding organizational policies and procedures.

Should include:

- Any policies from the policies and procedures manual related to terms of employment – performance review, disciplinary processes, etc

- Any policies from the policies and procedures manual related to organizational operating procedures – travel policies, operational matters, maternity leave policies

Developing an Employee Handbook

An employee handbook should:

- Be able to be used as a reference tool for your employees

- Be consistent with the Policies and Procedures (you can copy and paste a lot of what's relevant)

- Provide an opportunity for employees to know what they should expect from their employer

- Provide employees with any critical information they need to know

Sample Employee Handbook, National Council of Nonprofits

Staff Development

Think about your staff development strategy and write out a plan the outlines your process.

1) Use your staff job descriptions to help develop a performance review process including a review form.

2) Don't forget to think about how frequently employees will be reviewed

3) Include your process in your policies and procedures

Staff Retention

- You might want to think about strategies for retaining staff and limiting turnover

- These strategies could include
  - Annual or semi-regular employee survey
  - Opportunities for employee feedback regarding organizational policies and procedures
  - Compensation strategies
  - Packaging training and development opportunities as part of overall employee benefits

Exit/Separation

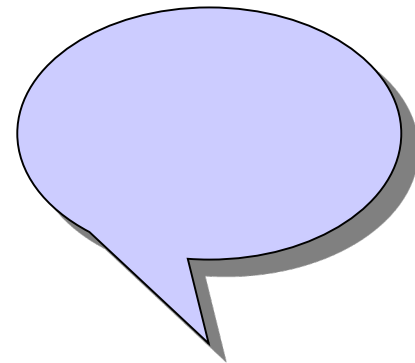Develop specific policies and procedures for:

- Disciplinary processes and forms

- Policies and processes regarding employee dismissal or termination

- Process for employee exit

Chat Box Question

What do you need in order to start, implement or improve your human capital strategy?

Please type your responses into the chat box.

Questions?

- OFFICE HOURS SCHEDULED: **THURSDAY, SEPTEMBER 19, 2019, 1PM-2PM ET**

  ➢ Open forum for more individualized questions and/or questions related to loan applications that were not covered in this webinar.

- Registration reminder will be sent after this webinar.