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CHARITY GOVERNANCE CONFERENCE AND WORKSHOPS 2021

SUCCESSION PLANNING AND HUMAN RESOURCES PLANNING – FOR A RESILIENT CHARITY



Dr. Fermin Diez

Deputy CEO and Group Director, Human Capital and Organization Development Group
NCSS

Learning Outcomes

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- Understand the definition and importance of Talent in the Non-profit Sector
- Appreciate today's challenges in Talent in Non-profit Organisations
- Learn about the Board's role in driving resourcing success in their organisations
- Examine the current leading approaches in managing talent sustainably

Current Board Landscape in the Non-Profit Sector in Singapore

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N = 360
NPOs across
8 sectors

Structures and Processes			Strategy and Performance			Dynamics and Culture	
Governance	Board Composition (Diversity)	Succession Planning	Strategic Acumen	Role Clarity	Participation	Values & Motivations	Board & Management Dynamics
Legal and fiduciary duties	Industry experience	Aware of succession	Strategy development	Understands duties	Volunteer major event	Act in best interest	Build trust
Risk management	Technical expertise	Effective recruitment	Build organisation reputation	Executes tasks	Mentors staff	Attends board meetings	Role distinguished
Self-evaluation	Education background	Implementing succession plan	External trends	Understand roles division	Program volunteer	Passionate about cause	Support management development
	Demographics	Invest in training	Program reviews	Aware of performance milestones	Staff group discussion		Evaluation and development of staff
	Organisational stakeholders	Renewing board	Relevance of mission and vision				Board intervention clear
	Perspectives	Review membership requirements	Organisational sustainability				Communicate clear goals
	Social networks		Anticipate challenges				
			Encourage innovation				
			Forge partnerships				
			Gaps for service quality				
			Stakeholder management plan				

Both Increase Focus and a Blindspot

Importance vs Performance key

Increase Focus	
Blindspots (Strengths & Below NPO mean score)	
Strengths (Strengths & On par with NPO mean score)	
Confirmed Strengths (Strengths & Above NPO mean score)	
Reduce Focus	

Model details:
 This analysis excludes some variables shown above as ranking questions were not asked for them

Source: Board Leadership Study for NPOs, conducted by CNPL in 2019- 2020

Definition

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STRATEGIC GOALS	PRACTICES	TALENT IMPLICATION
Effectiveness to achieve vision	<ul style="list-style-type: none"> • Attract top quality talent and people bringing in networks • Develop and grow know-how of serving beneficiaries • Drive programme innovation • Represent different view points, avoid blind spots when running programmes 	<i>Talent attraction</i> <i>Talent retention</i> <i>Organisational culture</i> <i>Diversity</i>
Efficiency of operations	<ul style="list-style-type: none"> • Modular training to enhance cost-effectiveness • Efficient organisational culture, working with teams and colleagues to results better and faster 	<i>Training and development</i> <i>Organisational culture</i>
Social Impact creation	<ul style="list-style-type: none"> • Empower resources to achieve greater impact • Better empathy to serve beneficiaries • Measure what matters to drive impact 	<i>Job design</i> <i>Diversity</i> <i>Performance management</i>
Goodwill, social capital and trust	<ul style="list-style-type: none"> • Preserve relationships with donors, beneficiaries and wider community through talent 	<i>Talent retention</i>
Compliance	<ul style="list-style-type: none"> • People with intrinsic ethical standards • Ensure personal accountability 	<i>Talent attraction</i> <i>Talent retention</i>
Stewardship, continuity and legacy	<ul style="list-style-type: none"> • Equip team and individuals to run organisation avoiding key-man risks 	<i>Organisational design</i> <i>Training and development</i>

Source:

From the research report of the Board Members Network Session presented at Social Service Institute on 21 Jun 2016

Importance

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- Not an operational function
- A strategic driver of organisational goals such as effectiveness, efficiency, social impact, trust among donors and partners, compliance and continuity of the organisation

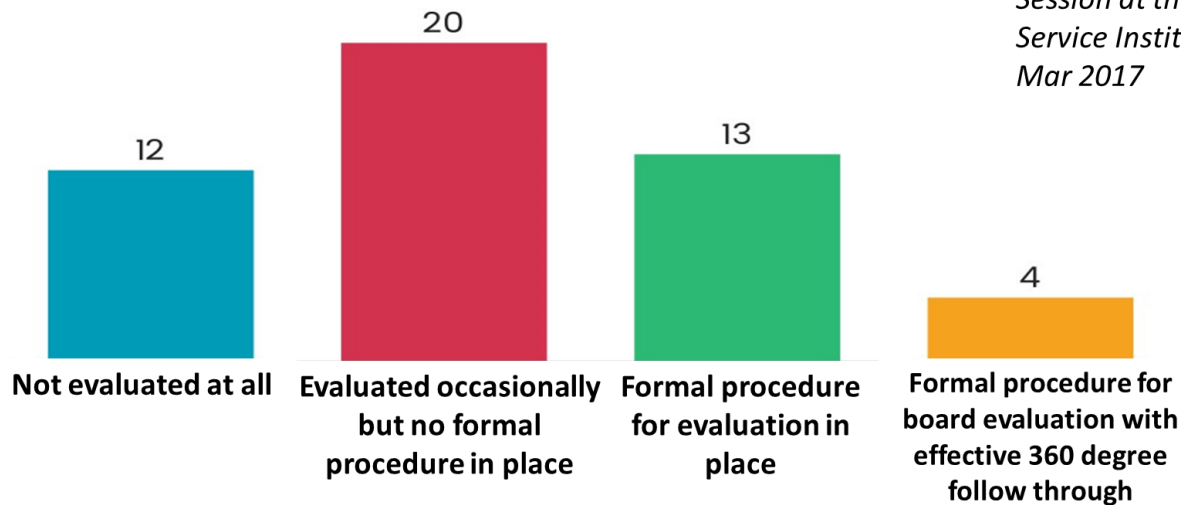
Board Assessment

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Which of the following describes your organization's current practices for board evaluation? (Choose only one)

Source:

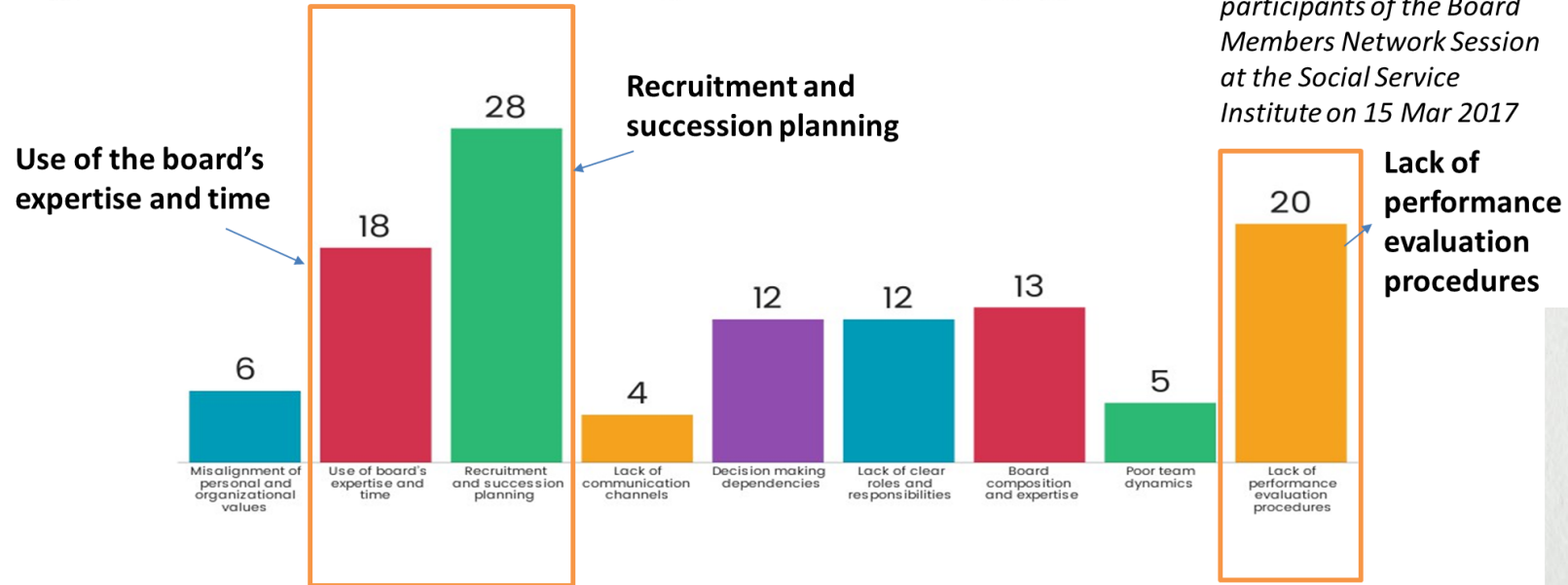
Poll conducted among participants of the Board Members Network Session at the Social Service Institute on 15 Mar 2017



Talent Management of the Board

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Which of the following describes the challenges facing your organization's board performance? (Choose all that apply)



Source:

Poll conducted among participants of the Board Members Network Session at the Social Service Institute on 15 Mar 2017

N = 43

Board Roles in Talent Management

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Align talent strategy with organisational competencies and values

Talent management of the board



Define key profiles for the board, based on strategy



Manage board composition to enhance value of the board



Plan for board members renewal and succession



Ensuring board effectiveness is well-measured

Roles of the board in talent management



Strategic view of long-term talent needs



Set direction to recruit and train for strategic positions



Provide access to corporate networks for recruitment and training



Develop leadership (ED & C-suite) for growth



Inspire and catalyse organisational culture

Key Challenges

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- **Clarity on the role of the boards.** There was a consensus that there was confusion over the roles of the board in talent management. Board members need guidance in distinguishing their distinct strategic roles, from the operational responsibilities of the management.
- **Creative sources of talent.** There is a clear role for the board to play in sourcing talent creatively via different platforms and partnerships with both the public and private sector players.

Source:

From the recording of discussions of participants at the 21 Jun 2016's Board Members Network Session

Key Challenges

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- **Measuring what matters.** Board members are critical in the process of defining the right strategic indicators to guide talent management decisions. This can be in terms of performance measures, impact indicators, and measures that will help articulate to employees their contribution to the overall strategic objectives of their NPOs.
- **Lack of Collaboration.** Participants expressed great interest to collaborate with other NPOs to share information about hiring and manpower needs amongst NPOs. There is also an opportunity for NPOs to communicate better via increasing transparency of the portfolio of services by NPOs, as well as their manpower and talent needs.

Source:

From the recording of discussions of participants at the 21 Jun 2016's Board Members Network Session

Talent Management of the Board

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- Stronger board leadership depends on its succession planning and building a sound pipeline
 - 61% of organisations have a Board succession/renewal plan but have not formalised this process
 - Leadership pipelines can be built through sub-committees. Currently most organisations have an average of 4 sub-committees
 - The top 4 sub-committees are Finance, Audit, Programmes & Services and Human Resource

Source: Board Leadership Survey 2016 by NVPC & CNPL

Talent Management of the Board

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- Define key profiles for the board based on the strategy
- Manage board composition to enhance value of the board
- Plan for renewal and succession
- Ensure board effectiveness is well-measured

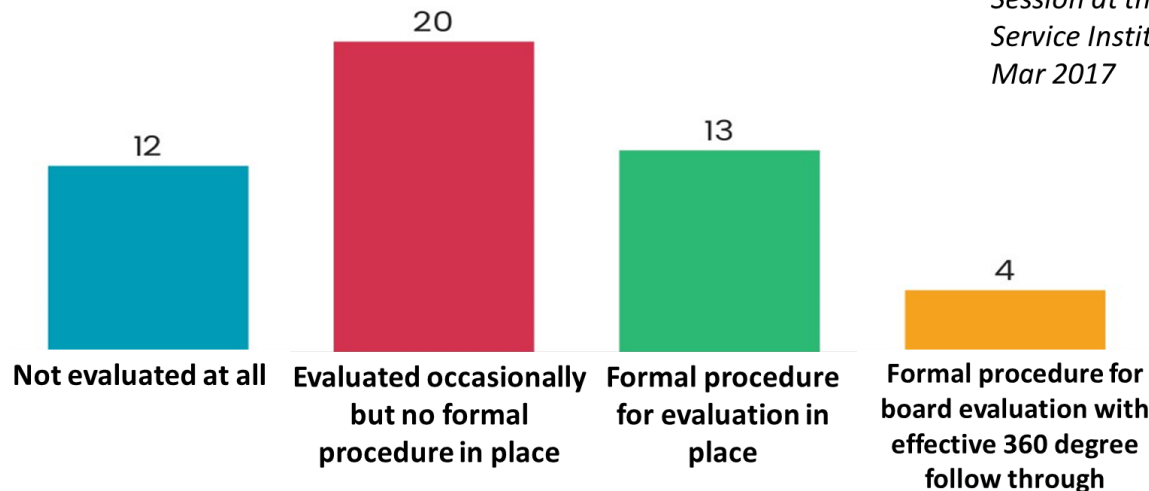
Talent Management of the Board

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Poll conducted among participants of the Board Members Network Session at the Social Service Institute on 15 Mar 2017

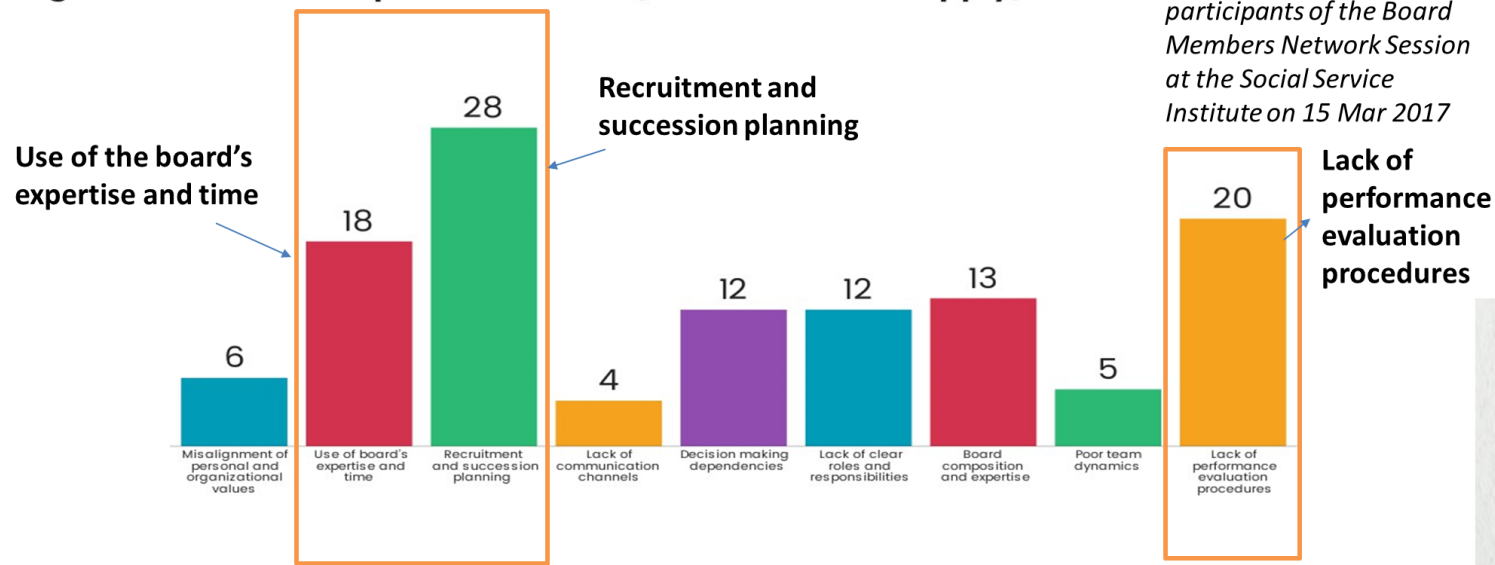


N = 49

Talent Management of the Board

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Which of the following describes the challenges facing your organization's board performance? (Choose all that apply)



Source:

Poll conducted among participants of the Board Members Network Session at the Social Service Institute on 15 Mar 2017

N = 43

- Find the right people for senior roles
- Groom them for success
- Help craft the vision
- Provide advice on strategies to achieve the vision
- Evaluate performance of senior team
- Decide on Senior Executive Pay and succession plans



To further strengthen the capabilities of SSA Boards in a proactive manner, to build strong and effective social service agencies

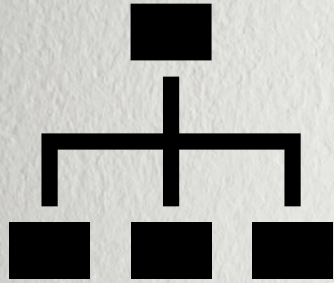
Effective Boards Need Expertise in the Following Areas

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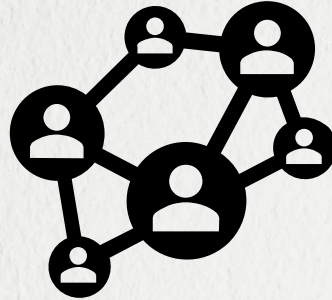
Board of Governance	Conflict of Interest	Digitalisation / IT	Disclosure / Transparency
Finance Mgt & Controls	Fundraising Practices	HR Management	Programme Mgt
Public Image	Risk Mgt	Succession Planning	Strategic Planning
	Diversity	Future-readiness	

Short-Term Priorities

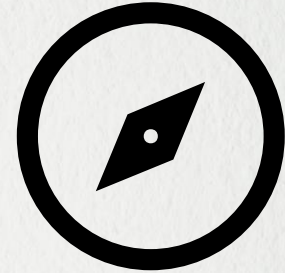
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Greater awareness and understanding of Board roles among Board members.



Improve succession planning of Board members including facilitating a pipeline of competent Board members.



Strengthen SSA Boards to provide strategic guidance to SSAs on organizational transformation and governance.

Available Support to SSAs

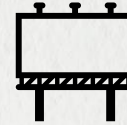
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Board Diagnostics Tool



Board Succession Planning Tool



Post-Diagnostic Consultancy



Board Engagement Platforms



Strategic Review



Values Assessment/ Hogan Tools



Board On-boarding & Training



Facilitated Board Retreat



Board Coaching