Capacity Building Initiative

**Dr. Khaled A M AL- Heeti
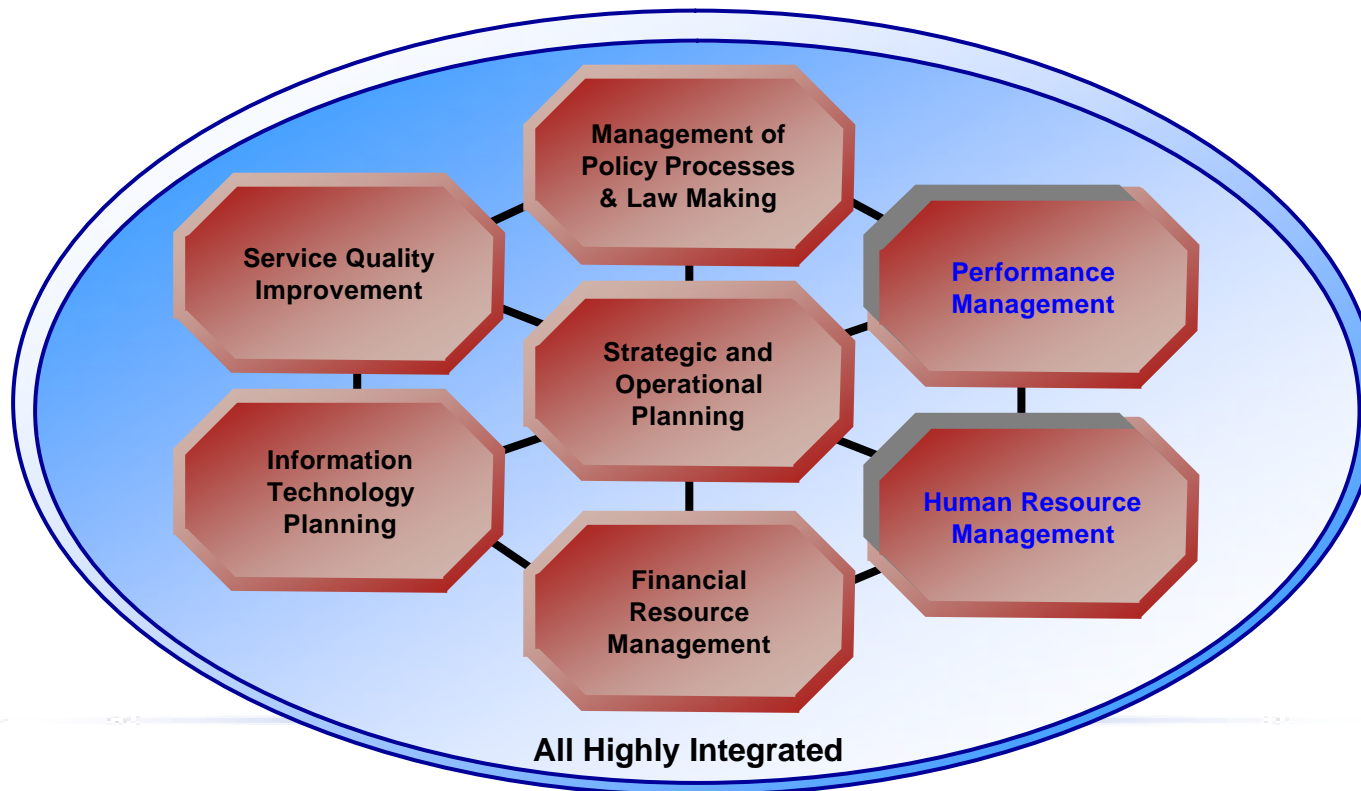Expert
Government Affairs Department
GSDP
June 2008**

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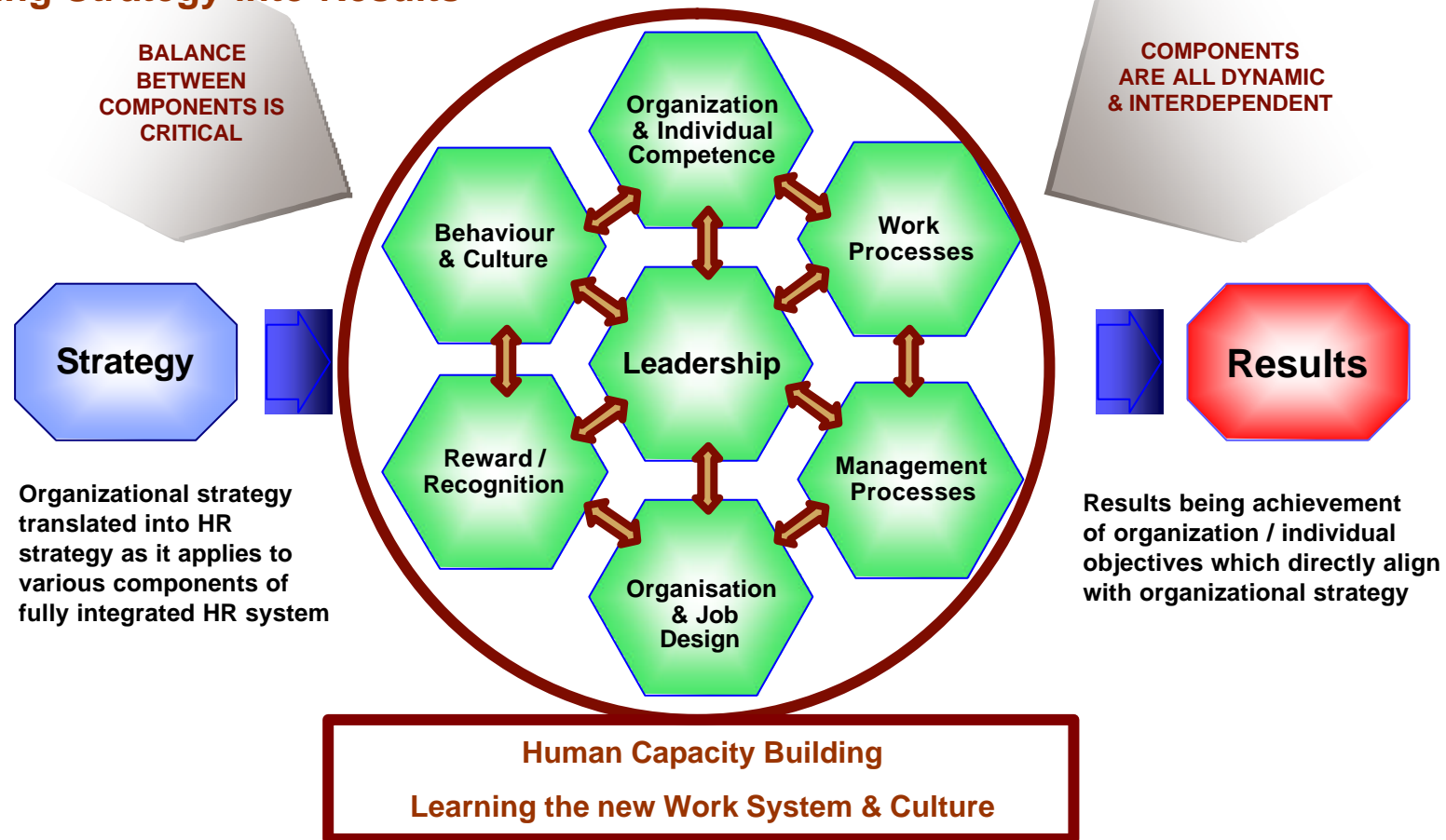
Public Sector System Components

Human Resources Strategies as integral part of entire system

Human Resources Strategies are integral to the business plans of any organization. For these strategies to be effective, all managers must accept that the responsibility is theirs. It is crucial that a link is created between HR strategies and organizational performance

Management of Policy Processes & Law Making

Service Quality Improvement

Performance Management

Strategic and Operational Planning

Information Technology Planning

Human Resource Management

Financial Resource Management

All Highly Integrated

Human Resources Strategy Components

Human Resources Management:

Translating Strategy into Results

BALANCE BETWEEN COMPONENTS IS CRITICAL

COMPONENTS ARE ALL DYNAMIC & INTERDEPENDENT

Strategy

Results

Organization & Individual Competence

Behaviour & Culture

Work Processes

Leadership

Reward / Recognition

Management Processes

Organisation & Job Design

Organizational strategy translated into HR strategy as it applies to various components of fully integrated HR system

Results being achievement of organization / individual objectives which directly align with organizational strategy

Human Capacity Building

Learning the new Work System & Culture

Human Resources Management Concerns

Values its employees who in turn will respect their clients and co - workers and honor their dignity;

• *Focuses* on results, promoting and demanding high standards of performance from staff;

• *Bases* employment decisions on merit;

• *Builds* challenging, rewarding and mobile careers and attracts and retains persons with talent and imagination, who are committed and are of the highest calibre;

• *Provides* for the growth and development of its employees;

• *Demonstrates* a sense of caring for both its members and its customers,

• *Delivers* services fairly, effectively, impartially and courteously to the public;

• *Has* the highest quality leadership and excellence in the management of human resources;

• *Provides* a workplace that is free from discrimination, recognizes the diverse backgrounds of [Country Three's] public servant and values the differences that people bring to the service.

• *Provides* a fair, flexible and rewarding workplace, which exhibits cooperative workplace relations based on consultation and communication.

• *Provides* a working environment that is secure, healthy, ergonomically designed and aesthetically pleasing.

Key Attributes of Qatari future Public Service S

Human Resource Systems and Practices Can Contribute to the Creation of a Professional Public Service That Can Better Serve Qatar and make Qatar's Public Service an "employer of choice"

Key Attributes

Performance Based	Strategically Driven
Employee Rights	Ethical & Transparent
Client Sensitive	Service Oriented

# Capacity Building Features & Relationships

Features

The initiative has the following features:

It is skills – based training and development initiative,

More emphasis on practices and new training methodologies,

Train – The – Trainer is the main premise of all training programs, and

Enhancing effective Work behavior and ethics are emphasized.

The Initiative Relationships to PSD & HR Strategy

Figure (2)

Human Resources Strategy

Public Sector Development PSD

Work Culture Change
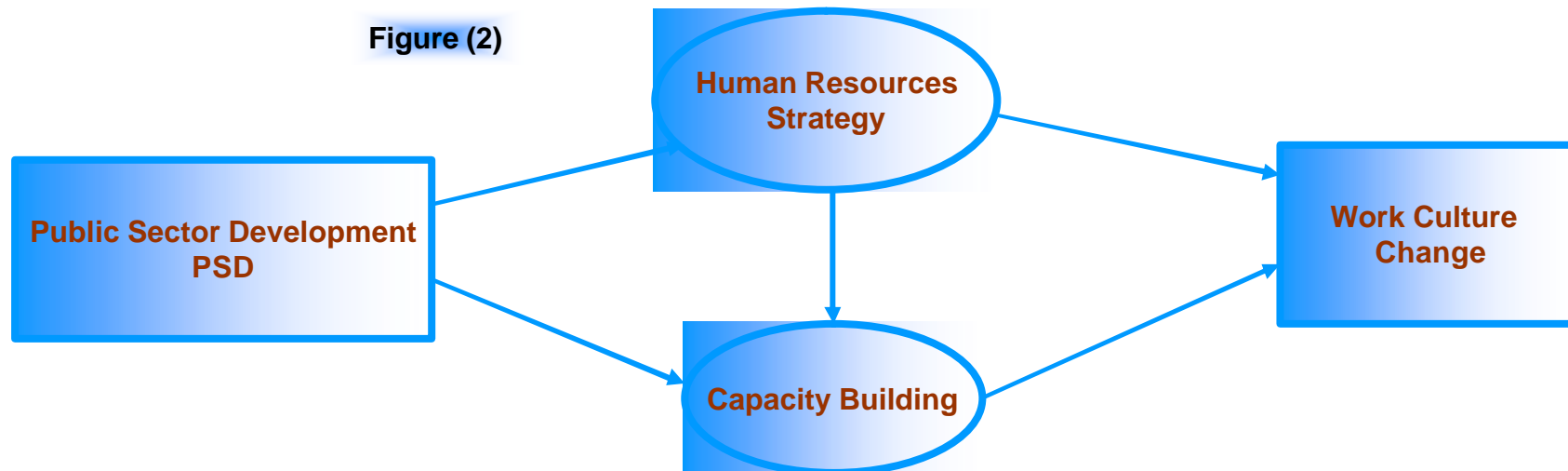
Capacity Building

Vision & Purpose

National human capacity building is a major component of the Public Sector Development Project. It has been initiated as a foundation for a comprehensive human resources strategy and corporate culture building in the state of Qatar.

Vision

The development of a productive and highly-motivated workforce, equipped with the skills, knowledges, and specializations required to meet the country's economic and social development needs. Emphases is given to Qatarization, workforce diversification, women increased participation in the workforce, and work ethics that promote a work culture capable of accommodating new work styles and pro-actively cope with regional and international fast changes.

Purpose

Capacity building aims at building and improving human resources skills, knowledges, abilities, and behaviors within the public service sector.

Objectives

Capacity building initiatives aim to build development, modernization, and change conducive environments and support the organizational competencies, skills, and knowledges required to propose, implement, and monitor developmental initiatives, programs, and projects. As there are a number of different governmental organizations, a more broad approach will be taken. Validation of behavioral competencies will be required to provide the framework for long-term development initiatives. Desired behavior is both a short and long term objective. The following represent human capacity development 'core behavioral competencies' upon which both short-term and long-term development will be built.

Communication

Managing People

Business Knowledge/Customer Focus

Strategic Long-range Perspective

Teamwork

Problem Solving & Decision Making

Planning & Organizing

Managing Change

Customer Service

Financial Management

Setting & measuring objectives

Policy Analysis

Initiation & Implementation Phase

Phase I : Initial Framework Design
Participants: Planning council, Qatar Petroleum, Institute of Administrative Development (IAD)t, Training Center, Achieve Global
Timeframe: August 2004 – May 2005

Phase II: Initial Framework Presentation & approval Workshop
Participants: Planning Council, IAD, QP, Qatar Foundation Institutes (NAC, CMU, TA&M, Achieve Global, London Management Center
Timeframe: June 2005 – August 2005

Phase III: Final Strategic Framework Design
Participants: All participants of the workshop plus two international Research and training Institute (IMD& MG)
Timeframe: September 2005 – June 2006

Phase IV: Behavioral Competencies Pilot training
Programs : Change Management, Project Management, Service Improvement, Scenario Planning

Clusters and key Implementation Steps
of Human Capacity Building

Behavioral Competencies

Leadership, change management, communications, managing people , teamwork, problem solving & decision making, planning and organizing. With the absence of systematic training needs assessment , currently the focus will be in this cluster.

Process Knowledge

Employees will need to learn the new processes. Not just their specific tasks, but an understanding of those systems and the underlying principles.

Functional Knowledge

Staff will need to develop and maintain skills in areas specific to their particular function, and in the use of technology as it applies to their work.

KEY IMPLEMENTATION STEPS

| identify skills requirements | acquire expert resources | design/acquire training | begin to delivery training | assess & improve training |

Training Partners Selection Mechanisms

The following selection mechanisms are used to select the institute that will conduct any training program within capacity building project:

❖ **Initial selection of the institute based on criteria selected and agreed upon in cooperation and coordination with parties participated in the development of the initiative framework,**

❖ **Invite the selected institute to conduct 3 – 5 training workshops to evaluate training materials quality, trainers competencies, training methodologies, and trainees comprehension of the training program. The evaluation process is performed by a team including local and international training experts and consultants,**

❖ **Based upon the evaluation results contracting procedures begins including the institute's responsibility to train and certify local Qatari trainers to run the program in ministries and agencies. Local potential trainers to be trained and certified are selected based upon their training and bilingual skills, and**

❖ **Final agreement with the selected training institute is signed incorporating purchasing the training materials, translation into Arabic language, and quality check.**

Approaches

The traditional strategic approach to capacity development involves five steps:

1. *Organizational Strategy Development*
2. *Policy Development to support Strategy*
3. *Organizational Design to complement the Strategy and long term direction*
4. *Job definition / requirement clarification (this quantifies 'DEMAND')*
5. *Match supply (people / talent) to Job Definition / 'NEEDS''*
6. *Identify supply/demand 'gap' and build capacity where necessary*

In the medium and longer term Qatar's public service needs to adopt such an approach

In the meantime, there are urgent needs that must be addressed.

Therefore, a 3-pronged approach (in parallel) is recommended:

1. *Traditional Training approach*

2. *Broad training in absence of assessment / 'gap' analysis*

3. *'Supply' approach*

Capacity Building Strategy

APPROACHES IN PARALLEL

SHORT TERM
"KICK START"

MEDIUM TERM
SUPPORTING THE REFORM

LONG TERM
"INSTITUTIONALIZING"

Training Initiatives

Behavior
change management
communications
teamwork
service quality

Broad
use of technology
financial management
setting/measuring objectives

Specific
use of technology
financial management
setting/measuring objectives

Build the structures, policies and processes

identification of skill requirements for specific positions based on job descriptions, competency profiles, job family models

more complete picture of the existing supply of skills based on employee assessment through performance measurement tools

GAP ANALYSIS
*Development / Training Needs

strategic training and development plan
updated regularly and driven by broad organizational objectives

organizational structures
to develop plans, oversee implementation and deliver development

policies and a "business model"
that drives and encourages strategic

Outputs - Evaluation

Training programs will be evaluated to assure that the following outputs are achieved:

1. Increase demonstration of behavioral competencies through skill based generic development programs

2. Demonstration of competencies confirms / validates the value of such competencies and provides direction / goals for others within the organizations to aim

3. Through management participation, demonstrate management commitment to change / reform Competencies form the basis for performance improvement and success which are fundamental for the shift to a 'performance based' culture

4. Broad programs become foundation for further enhancement where assessment identifies development gaps

5. Specific skills training to support focused initiatives such as 'Service Quality'

6. Broad programs modular in nature which enhance skills development yet offer flexibility to meet customer's (learner) schedule

7. Enhance capacity to manage not only the organization but also oneself

8. Enhance capacity of local training organizations to enable program delivery throughout various levels of organization in the future

Enhance Professional Capacity of Public Service

Building capacity is crucial

Timing is critical

Broad Range of approaches need to be initiated in parallel

Training Approaches

- long term structured classroom setting
- short modular (non-sequential)
- structured on-the-job training
- foreign academic courses
- case studies

Other Approaches

- executive coaching
- temporary placements in well-functioning governments (exchanges)
- knowledge transfer (learning from ex-pats hired to fill specific roles
- study tours
- special job assignments

Current Training Under Implementation

Change Management

Step 1- **Identify skills required** – gap already known, using generic change management model with modules within the program design which enable delivery down through the entire organizational structure

Step 2 - **Acquire expert resources** – using Vendor assessment process, identified Achieve Global as appropriate vendor. Trained and licensed internal facilitators from IAD and Planning Council will be the next step.

Step 3 - **Design / acquire training** – used standard modules from Achieve Global through pilot Program to determine application suitability for public sector / Arabic environment

Step 4 - **Deliver training** – initial design was to conduct pilot program to enable consideration / modification for full implementation through support of IAD. "Site License" currently being finalized between IAD & Achieve Global. Included in this process is a detailed implementation plan.

Step 5 - **Assess training & improve** – part of implementation plan noted in step #4

Project Management

Purpose: **To build and enhance project management capacity across the Government of Qatar.**

Phases – Activities – Results - Benefits:

Phase	Activities	Results	Benefits
I	•Configuration of QNPM tool •Establishment of infrastructure and support •Conduct awareness and knowledge transfer sessions •Provide technical support	▪ Selection and implementation of QNPM tool ▪ Voluntary usage by staff	oIncreased staff awareness of PM practices oTangible sign of investment and commitment to adopt PM best practices
II	•Design & delivery of customized PM workshops (level1– Introductory, and level 2-Advanced) •Strengthen QNPM infrastructure •Provide PM support	▪ Increase in staff competency in PM through ongoing training ▪ Reported learning new concepts ▪ Voluntary usage of QNPM tool	oInitial base of PM users and champions in key agencies undertaking modernization projects
III	•Develop QNPM methodology framework and website •Promote the use of PM framework •Develop and deliver specialized workshops •Provide PM support	▪ Standard Qatar PM methodology framework (Governance) ▪ Adoption of PM best practices and QNPM framework methodology in targeted agencies	oPublic service has a critical mass of PM practitioners using framework oAwareness of framework across public service—new norms and standards communicated for PM in the Qatar Public Service

Service Improvement

Step 1- <u>**Identify skills required**</u> **– gap already known. Requested proposal from Achieve Global to delivery program using same delivery design as Change Management Program.**

Step 2 - <u>**Acquire expert resources**</u> **– using Vendor assessment process, identified Achieve Global as potential.**

Step 3 - <u>**Design / acquire training**</u> **– based on Achieve Global pilot program for Change Management, considering same design / delivery model for Service Quality.**

Step 4 - <u>**Deliver training**</u> **– requested proposal from Achieve Global to deliver training using same delivery method as was piloted for the Change Management Program**

Step 5 - <u>**Assess training & improve**</u>

Scenario Planning

Purpose:

To provide the skills, knowledges, and tools that are required to anticipate external threats, identify opportunities, and develop strategies to achieve a leading position.

Objectives:

Transfer The Knowledges of dealing with uncertainties

Introducing advanced techniques for thinking about and planning for the future

Help participants to stretch beyond traditional problem-solving approaches

Enhance participants skills in identifying the macro and micro environmental forces that influence decision- making process

Scope:

This intensive workshop is for policy makers, strategic planners, and the most senior managers and directors who not only have responsibility for developing department or organization wide strategies but also participate in setting the future direction of the State.