



Celebrating Excellence
Community Leaders Forum



Community Leaders Forum (CLF) Capacity Building 2014

Training Needs Analysis for Malay-Muslim Organisations: Project Findings & Recommendations



Agenda



Project Background & Deliverables



Sector Representation & Findings



The Next Phase

Project Background

- ▶ The TNA project initiated and supported by CLF, involved 5 Malay-Muslim Organisations (MMOs)



- ▶ SSA Consulting Group was engaged by CLF to conduct the TNA exercise for full-time Senior Management/Management staff of the 5 MMOs

Project Aims

- ▶ To assist the five MMOs in identifying key training needs of their full-time Senior Management/Management staff to enhance their organisational capabilities
- ▶ To assess and focus only on capabilities of their human capital



Project Deliverables

The Project Deliverables:

- ▶ Individual TNA Reports for each of the 5 MMOs including Training Development Roadmaps (TDRs)
- ▶ Executive Summary of the project:
A Malay Muslim Voluntary Sector (MMVS)
Perspective



Sector Representation

The 5 MMOs collectively provide a wide spectrum of services across lifespan and life skills for the community



Sector Representation



(compiled from respective MMO websites)

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 Community Leaders Win-win

MMOs	Counselling	Support Group	Financial (Cash/ Subsidy/ Loan/ Scholarship)	Home/ Shelter/ Day Care Centre	Debt Advisory	Developmental Programmes (education programmes, religious teaching, vocational training)	Member Welfare Programmes
Yayasan Mendaki		●	●			●	
Club Heal	●	●				●	
Casa Raudha	●	●		●		●	
MKAC	●	●				●	
Darul Arqam	●	●	●			●	
Hira Society	●	●	●			●	
Clubilya	●	●				●	
PERGAS	●	●	●			●	
Ain Society	●	●	●			●	
Adam Association	●	●		●		●	
SGM		●	●				●
KGMS		●					●
Majlis Pusat						●	
HBI						●	●
PPIS	●	●	●	●		●	
LBKM			●				
DPPMS			●			●	
Pertapis	●	●	●	●		●	
Jamiyah	●		●	●		●	
Muhammadiyah Association	●	●	●	●		●	
4PM	●	●				●	
Perdaus						●	
AMP	●	●	●		●	●	

Project Duration & Methodology

- ❑ Conducted over a period of 3 months
- ❑ Utilised a combination of consulting methodologies as follows:
 - ❑ CEO Interview
 - ❑ One-to-One Interviews
 - ❑ Focus Group Discussions (FGDs)
 - ❑ Review of Training Records



Project Methodology

❑ Questionnaires

- *Organisational Questionnaire*
- *CEO Questionnaire (for Core Competencies)*
- *HoD Questionnaire (for Core Competencies)*
- *HoD Questionnaire (for Functional Competencies - 8 Areas)*

- ❑ The consulting methodologies adopted provide sufficient analysis and outcome to meet the specific objectives of this project

Management Participation

5 Heads of Organisations and 27 Heads of Departments/
Divisions participated:

MMOs	Executive Director/Executive Secretary/President/CE	Heads of Department (HoDs)
4PM	1	4
Ain Society	1	4
AMP	1	9
Muhammadiyah	1	6
PERGAS	1	4

Sector Findings



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Our analysis showed considerable congruence between the Heads of Organisations (HoOs) and Heads of Departments (HoDs) in terms of their perceptions regarding the training needs pertaining to organisational best practices

Implementation of Organisational Best Practices in 5 MMOs *Variance in Perception of HoOs and HoDs*

Typical Organisational Areas	MMO A	MMO B	MMO C	MMO D	MMO E
Communicating Organisation's VMV, Targeted Groups, KPIs to External Stakeholders	23%	0%	7%	3%	3%
Corporate Governance	21%	0%	0%	4%	3%
Strategy Development & Deployment	28%	0%	10%	13%	11%
Senior Leadership (CEO and Management)	21%	0%	6%	13%	25%
HODs Performance & Recognition	11%	0%	3%	13%	32%
Learning & Development	8%	0%	17%	8%	11%
Process Management & Improvement	3%	0%	11%	14%	2%

Sector Findings

The top 5 areas of priority for training needs at the organisational level are:

Corporate Governance

Strategy Development and Deployment

HoDs Performance and Recognition

Process Management and Improvement

Learning and Development



Sector Findings



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The top 3 priority areas for training needs
among the Heads of Organisations are:

Decision Making

Vision Setting

Planning & Management



Sector Findings

Key skills that HoDs in all the MMOs have identified as areas in which they need further training are:

Networking with Stakeholders

Volunteer Management

People Management (Performance)

**Creativity and Innovation in
Problem Solving**

**People Management
(Development/Coaching)**



Sector Findings

HoDs' training needs priority for Functional Areas:

Information Technology

Fund Raising

Marketing

Membership Management

Finance



Program Categorisation

The programs identified are categorised according to 3 different priority levels:

Short-Term Priority: 1-2 years

(High-Priority Training Plan)

Medium-Term Priority: 2-3 years

Long-Term Priority: > 3 years

The Training Development Roadmaps (TDRs) were developed according to the above categories



Organisational Non-Training Issues

Three major organisational non-training issues were also identified:

- ▶ **Formalising Strategic Planning Framework**
 - ▶ Establishing & Measuring KPIs
 - ▶ Identification of Niche Service Areas
- ▶ **Attracting New Talent**
 - ▶ Career Path Development
 - ▶ Setting Learning Outcomes
 - ▶ Compensation & Benefits
- ▶ **Consultation in various HR Functions**
 - ▶ Human Resource Systems
 - ▶ Managing Training & Development Plans
 - ▶ People Management (Performance)



The Next Phase

- ▶ Implementation of the Training Development Roadmaps, especially the 1-2 Year High-Priority Training Plans
- ▶ Provision of consultancy in the following key areas of:
 - ▶ Strategic Planning
 - ▶ Corporate Governance
 - ▶ Compensation & Benefits Planning
 - ▶ HR Management Systems



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Thank You