



香港社會服務聯會

THE HONG KONG COUNCIL OF SOCIAL SERVICE

Report of
NGOs Training Needs Survey
on Staff Competency

October 2004

Quality Management & Efficiency Enhancement

The Hong Kong Council of Social Service

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1. Introduction

Along with its strong commitment to enhance NGO capacity building, the Council has been launching various initiatives in facilitating and supporting NGOs' training and development efforts. Training Needs Analysis is an annual exercise that The Hong Kong Council of Social Service conducts to study the sector-wide training needs with the Agency Members. The purpose of the exercise is to understand the priorities on training in NGOs and to provide reference for individual agencies and the Council to plan and organize training programs to meet the training needs for agencies and the sector. The Council used to organize expert group discussions and sharing sessions with agency training officers to study the training needs. This year is the first time that the approach of survey is adopted.

In June to August 2004, the Council conducted a NGOs Training Need Survey among the Agency Members. There were 49 Agency Members participated in this Survey, and at a response rate at 16%; they were:

1. Aberdeen Kai-fong Welfare Association Social Service Centre
2. Adventure-Ship Limited
3. Agency for Volunteer Service
4. Asia Women's League Limited
5. Caritas – Hong Kong
6. Chi Lin Nunnery Social Service Division
7. Chinese YMCA of Hong Kong
8. Ching Chung Taoist Association of Hong Kong Limited
9. Christian & Missionary Alliance Church Union (HK) Ltd
10. Chuk Lam Ming Tong Limited
11. Chung Shak Hei (Cheung Chau) Home for the Aged Ltd
12. Evangel Children's Home
13. Haven of Hope Christian Service
14. Heep Hong Society
15. Holy Carpenter Church Community Centre
16. Hong Kong Aids Foundation
17. Hong Kong Air Cadet Corps
18. Hong Kong Catholic Marriage Advisory Council
19. Hong Kong Christian Service
20. Hong Kong Down Syndrome Association
21. Hong Kong Family Welfare Society
22. Hong Kong Federation of Handicapped Youth
23. Hong Kong Housing Society
24. Hong Kong Juvenile Care Centre
25. Hong Kong PHAB Association
26. Hong Kong Red Cross
27. Hong Kong Sheng Kung Hui Welfare Council
28. Hong Kong Society for the Protection of Children
29. Hong Kong St. John Ambulance

30. Hop Yat Church Social Centre for the Elderly
31. Jordan Valley Kaifong Welfare Association
32. Keswick Foundation Ltd
33. Methodist Epworth Village Community Centre, Social Welfare
34. New Life Psychiatric Rehabilitation Association
35. Pentecostal Church of Hong Kong
36. Senior Citizen Home Safety Association
37. SKH Lady MacLehose Centre
38. Society of Boy's Centre
39. The Family Planning Association of Hong Kong
40. The Hong Kong Federation of Youth Groups
41. The Salvation Army
42. The Society of Rehabilitation and Crime Prevention, Hong Kong
43. The Spastics Association of Hong Kong
44. Treats
45. Tsung Tsin Mission of Hong Kong Social Service Division
46. Yan Chai Hospital
47. Yan Oi Tong
48. Yang Memorial Methodist Social Service
49. Zion Social Service

2. Objectives & Methodology

2.1 Objectives

The objectives of the Training Needs Survey is to:

- identify the competency gaps of the various levels of NGO staff among Agency Members;
- identify the training priorities of NGO staff as reflected in the competency gaps; and
- provide reference to NGOs and training providers in the design and delivery of training programs for NGO staff.

2.2 Competency Framework

The competency-based approach has become more commonly used in the sector for training and development of NGO staff. The Survey made reference to the competency models developed in 2003 from the 1st Joint Business Improvement Project involving 16 Agency Members coordinated by the Council. The Survey was an exercise of measurement of agency's general perception in job competencies of their staff: importance of the competency, proficiency requirement, and current proficiency. Training priorities were identified as the gap between the required proficiency and current proficiency of staff. In the Survey, there were 61 items of core competencies divided under 19 dimensions of 5 clusters as below:

Cluster 1: Personal Effectiveness

- Leadership
- Innovation
- Personal Drive

Cluster 2: Working with Others

- Communication
- Team Building
- Staff Management
- Networking

Cluster 3: Results/Tasks Orientation

- Planning & Control
- Financial Management
- Project Management
- Resources Management
- Drive for Efficiency & Effectiveness
- Customer Orientation
- Accountability

Cluster 4: Strategic Planning

- Vision & Foresight

- Business Development & Business Acumen
- Crisis Management

Cluster 5: Research & Evaluation Skills

- Sensitivity to Environments
- Analytical Proficiency

2.3 Classification of Staff Levels

The Survey was targeted to NGO staff, which had been divided into 3 categories. Managerial and supervisory level included the agency heads, department heads and supervisors; non-supervisory level included officers and professional staff; supporting level included assistants, clerks, and other clerical staff.

2.4 Core Competency Requirements

According to their general perception of the current situation of the staff at their agencies, respondent Agency Members were required to indicate the level of importance of various competencies, and the level of proficiency requirement, and the level of current proficiency.

For the level of importance, the three levels were: “Not Applicable”, “Unimportant”, and “Important”. If “Non Applicable” was selected, there was no need to complete the subsequent parts on proficiency requirement and current proficiency.

For level of importance, the five levels from “1” to “5” were: “little requirement”, “low level”, “moderate level”, “high level” and “excellent level”. For level of current proficiency, the five levels from “1” to “5” were: “not at all”, “low level”, “moderate level”, “high level”, and “excellent level”.

2.5 Competency Gaps and Training Priorities

Having collected the replies from the respondent Agency Members, the average rate was taken in both the proficiency requirement and current proficiency levels. The difference between the two average numbers was identified as the *Competency Gap*. The competency gaps with relatively higher scores were then interpreted as *Training Priorities*.

3. Findings on Job Competency

3.1 Managerial & Supervisory Staff

Highlights of the findings:

- If drawing a line at 80%, 59 out of 61 competencies were regarded by more than 80% of respondent Agency Members as “Important”; the only two exceptional cases were 2.1(e) Putonghua and 5.2(a) Statistical Techniques. Nevertheless, they still indicated a high percentage of importance at 73% and 74% respectively.
- 52 out of 61 competencies indicated an average level of proficiency requirement of above “4”, i.e. between “high level” and “excellent level”. However, only 5 out of these 52 competencies indicated an average level of current proficiency at “4” or above.
- If drawing a line at score of “1” or above for the competency gap, i.e. the difference between average proficiency requirement and average current proficiency, 18 competencies were identified as the priorities.

Required Competencies	Managerial & Supervisory Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
1. Personal Effectiveness						
1.1 Leadership	NA	UN	IM			
a) Dealing with Conflicts	0%	0%	100% (49)	3.7	3.5	0.2
b) Integrity & Trust	6% (3)	4% (2)	90% (44)	3.9	3.8	0.1
c) Decision Making	0%	0%	100% (49)	3.9	3.6	0.3
d) Delegation	6% (3)	4% (2)	90% (44)	3.8	3.5	0.3
1.2 Innovation	NA	UN	IM			
a) Sense of Creativity	0%	12% (6)	88% (43)	4.2	3.3	0.9
b) Motivating Others	0%	6% (3)	94% (46)	4.5	3.5	1.0
c) Implementing Changes	0%	6% (3)	94% (46)	4.5	3.6	0.9
1.3 Personal Drive	NA	UN	IM			
a) Self-motivation	0%	0%	100% (49)	4.6	4.0	0.6
b) Sense of Responsibility	0%	0%	100% (49)	4.7	4.2	0.5
2. Working with Others						
2.1 Communication	NA	UN	IM			
a) Interpersonal Skills	0%	0%	100% (49)	4.5	3.9	0.6
b) Negotiation Skills	0%	0%	100% (49)	4.4	3.5	0.9
c) Writing Skills	0%	2% (1)	98% (48)	4.3	3.6	0.7
d) English	0%	6% (3)	94% (45)	4.1	3.3	0.8
e) Putonghua	6% (3)	21% (10)	73% (36)	3.6	2.7	0.9
2.2 Team Building	NA	UN	IM			
a) Conflicts Management Skills	0%	2% (1)	98% (48)	4.5	3.5	1.0
b) Building Staff Morale	0%	0%	100% (49)	4.5	3.5	1.0
c) Cooperating with Others	0%	2% (1)	98% (48)	4.4	3.8	0.6
2.3 Staff Management	NA	UN	IM			
a) Conflicts Management Skills	0%	0%	100% (49)	4.5	3.6	0.9
b) Coaching & Counseling Skills	0%	0%	100% (49)	4.4	3.6	0.8
c) Supervision Skills	0%	0%	100% (49)	4.6	3.7	0.9

Required Competencies	Managerial & Supervisory Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
2.4 Networking	NA	UN	IM			
a) Self-initiatives	0%	2% (1)	98% (48)	4.4	3.8	0.6
b) Corporate & Public Relations	0%	2% (1)	98% (48)	4.3	3.5	0.8
c) Use of Resources	0%	6% (3)	94% (46)	4.5	3.7	0.8
d) Communicating with Others	0%	2% (1)	98% (48)	4.5	3.8	0.7
3. Results/Tasks Orientation						
3.1 Planning & Control	NA	UN	IM			
a) Strategic Planning	0%	0%	100% (49)	4.5	3.5	1.0
b) Change Management	0%	0%	100% (49)	4.5	3.5	1.0
c) Problem Solving	0%	0%	100% (49)	4.4	3.6	0.8
d) Decision Making	0%	0%	100% (49)	4.4	3.6	0.8
3.2 Financial Management	NA	UN	IM			
a) Budgeting	0%	2% (1)	98% (48)	4.3	3.4	0.9
b) Financial Planning & Control	0%	4% (2)	96% (47)	4.4	3.4	1.0
c) Cost Management	0%	2% (1)	98% (48)	4.3	3.3	1.0
d) Reporting & Analysis	0%	2% (1)	98% (48)	4.3	3.2	1.1
3.3 Project Management	NA	UN	IM			
a) Knowledge Management	0%	6% (3)	94% (46)	4.3	3.3	1.0
b) Stress Management	0%	4% (2)	96% (47)	4.3	3.5	0.8
c) Time Management	0%	2% (1)	98% (48)	4.3	3.5	0.8
d) Quality Conscious	0%	2% (1)	98% (48)	4.3	3.7	0.6
3.4 Resources Management	NA	UN	IM			
a) Sense of Stewardship	0%	6% (3)	94% (46)	4.1	3.6	0.5
b) Skills in Resources Planning & Control	0%	2% (1)	98% (48)	4.2	3.5	0.7
3.5 Drive for Efficiency & Effectiveness	NA	UN	IM			
a) Self-initiatives	0%	2% (1)	98% (48)	4.5	4.0	0.5
b) IT/Computer Knowledge	0%	10% (5)	90% (44)	3.7	3.1	0.6
c) Managing Priorities	0%	0%	100% (49)	4.6	3.7	0.9

Required Competencies	Managerial & Supervisory Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
3.6 Customer Orientation	NA	UN	IM			
a) Presentation & Negotiation Skills	0%	2% (1)	98% (48)	4.4	3.6	0.8
b) Handling Enquiries & Complaints	0%	2% (1)	98% (48)	4.2	3.6	0.6
c) Knowledge in Customer Relationship Management	0%	6% (3)	94% (46)	4.3	3.4	0.9
3.7 Accountability	NA	UN	IM			
a) Integrity & Trust	0%	2% (1)	98% (48)	4.6	4.0	0.6
b) Sense of Responsibility	0%	2% (1)	98% (48)	4.6	4.0	0.6
4. Strategic Planning						
4.1 Vision & Foresight	NA	UN	IM			
a) Developing Vision, Mission, Value	0%	4% (2)	96% (47)	4.5	3.4	1.1
b) Cascading VMV to Business Plan	0%	4% (2)	96% (47)	4.4	3.3	1.1
c) Articulations for Management Decision	0%	4% (2)	96% (47)	4.4	3.4	1.0
4.2 Business Development & Business Acumen	NA	UN	IM			
a) Skills in Business Reengineering Process	2% (1)	6% (3)	92% (45)	4.2	3.2	1.0
b) Strategies Formulation & Implementation	0%	6% (3)	94% (46)	4.4	3.2	1.2
4.3 Crisis Management	NA	UN	IM			
a) Communicating with Staff	0%	0%	100% (49)	4.6	3.8	0.8
b) Communicating with Outsiders	0%	6% (3)	94% (46)	4.4	3.5	0.9
c) Media Relations	2% (1)	12% (6)	86% (42)	4.2	3.1	1.1
d) Managing Change	0%	4% (2)	96% (47)	4.4	3.4	1.0
5. Research & Evaluation Skills						
5.1 Sensitivity to Environments	NA	UN	IM			
a) Sense & Responsiveness to Environmental Changes	0%	4% (2)	96% (47)	4.3	3.5	0.8
b) Sensitivity of Social Issues	0%	4% (2)	96% (47)	4.2	3.4	0.8
c) Initiatives in Needs of Research	0%	18% (9)	82% (40)	3.8	2.9	0.9
5.2 Analytical Proficiency	NA	UN	IM			
a) Statistical Techniques	6% (3)	22% (11)	74% (35)	3.8	2.8	1.0
b) Qualitative & Quantitative Analysis	2% (1)	16% (8)	82% (40)	3.9	2.9	1.0
c) Outcome Evaluation & Reporting	0%	4% (2)	96% (47)	4.2	3.2	1.0

3.2 Non-supervisory Staff

Highlights of the findings:

- If drawing a line at 70%, 32 out of 61 competencies were regarded by more than 70% of respondent Agency Members as “Important”.
- 14 out of 61 competencies indicated an average level of proficiency requirement at “4” or above. However, none out of 61 competencies indicated an average level of current proficiency at “4” or above.
- If drawing a line at score of “0.9” or above for the competency gap, 9 competencies were identified as the priorities.

Required Competencies	Non-Supervisory Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
1. Personal Effectiveness						
1.1 Leadership	NA	UN	IM			
a) Dealing with Conflicts	6% (3)	10% (5)	84% (41)	3.9	3.0	0.9
b) Integrity & Trust	6% (3)	4% (2)	90% (44)	4.2	3.7	0.5
c) Decision Making	6% (3)	10% (5)	84% (41)	3.6	3.2	0.4
d) Delegation	12% (6)	35% (17)	56% (26)	3.4	2.9	0.5
1.2 Innovation	NA	UN	IM			
a) Sense of Creativity	0%	8% (4)	92% (45)	4.0	3.0	1.0
b) Motivating Others	4% (2)	12% (6)	84% (41)	3.7	3.0	0.7
c) Implementing Changes	2% (1)	12% (6)	86% (42)	3.7	2.9	0.8
1.3 Personal Drive	NA	UN	IM			
a) Self-motivation	0%	2% (1)	98% (48)	4.5	3.6	0.9
b) Sense of Responsibility	0%	0%	100% (49)	4.6	3.7	0.9
2. Working with Others						
2.1 Communication	NA	UN	IM			
a) Interpersonal Skills	29% (14)	2% (1)	69% (34)	4.3	3.4	0.9
b) Negotiation Skills	10% (5)	18% (9)	71% (35)	3.7	3.0	0.7
c) Writing Skills	29% (14)	6% (3)	65% (32)	3.8	2.9	0.9
d) English	8% (4)	29% (14)	63% (31)	3.4	2.8	0.6
e) Putonghua	18% (5)	24% (12)	57% (28)	3.2	2.5	0.7
2.2 Team Building	NA	UN	IM			
a) Conflicts Management Skills	10% (5)	12% (6)	78% (38)	3.7	3.0	0.7
b) Building Staff Morale	20% (10)	22% (11)	57% (28)	3.7	3.1	0.6
c) Cooperating with Others	8% (4)	6% (3)	86% (42)	4.1	3.4	0.7
2.3 Staff Management	NA	UN	IM			
a) Conflicts Management Skills	18% (9)	16% (8)	65% (32)	3.7	3.1	0.6
b) Coaching & Counseling Skills	20% (10)	24% (12)	55% (27)	3.8	3.2	0.6
c) Supervision Skills	37% (18)	14% (7)	49% (24)	3.8	3.2	0.6

Required Competencies	Non-Supervisory Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
2.4 Networking	NA	UN	IM			
a) Self-initiatives	8% (4)	6% (3)	86% (42)	3.9	3.2	0.7
b) Corporate & Public Relations	10% (5)	20% (10)	70% (34)	3.6	2.9	0.7
c) Use of Resources	8% (4)	8% (4)	84% (41)	3.8	3.1	0.7
d) Communicating with Others	8% (4)	4% (2)	88% (43)	4.1	3.4	0.7
3. Results/Tasks Orientation						
3.1 Planning & Control	NA	UN	IM			
a) Strategic Planning	29% (14)	20% (10)	51% (25)	3.5	2.8	0.7
b) Change Management	20% (10)	20% (10)	60% (29)	3.5	2.8	0.7
c) Problem Solving	12% (6)	10% (5)	78% (38)	3.8	3.1	0.7
d) Decision Making	12% (6)	14% (7)	74% (36)	3.7	3.1	0.6
3.2 Financial Management	NA	UN	IM			
a) Budgeting	29% (14)	24% (12)	47% (23)	3.6	3.0	0.6
b) Financial Planning & Control	33% (16)	27% (13)	40% (20)	3.5	2.8	0.7
c) Cost Management	24% (12)	24% (12)	52% (25)	3.5	2.8	0.7
d) Reporting & Analysis	29% (14)	16% (8)	55% (27)	3.5	2.7	0.8
3.3 Project Management	NA	UN	IM			
a) Knowledge Management	18% (9)	12% (6)	70% (34)	3.8	2.9	0.9
b) Stress Management	14% (7)	12% (6)	74% (36)	3.8	3.1	0.7
c) Time Management	14% (7)	6% (3)	80% (39)	4.0	3.0	1.0
d) Quality Conscious	16% (8)	6% (3)	78% (38)	4.0	3.2	0.8
3.4 Resources Management	NA	UN	IM			
a) Sense of Stewardship	18% (9)	22% (11)	60% (29)	3.7	3.0	0.7
b) Skills in Resources Planning & Control	18% (9)	29% (14)	53% (26)	3.5	2.9	0.6
3.5 Drive for Efficiency & Effectiveness	NA	UN	IM			
a) Self-initiatives	10% (5)	4% (2)	86% (42)	4.1	3.4	0.7
b) IT/Computer Knowledge	10% (5)	4% (2)	86% (42)	3.7	3.1	0.6
c) Managing Priorities	12% (6)	8% (4)	80% (30)	4.0	3.0	1.0

Required Competencies	Non-Supervisory Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
3.6 Customer Orientation	NA	UN	IM			
a) Presentation & Negotiation Skills	10% (5)	12% (6)	78% (38)	3.9	3.2	0.7
b) Handling Enquiries & Complaints	12% (6)	12% (6)	76% (37)	3.9	3.2	0.7
c) Knowledge in Customer Relationship Management	10% (5)	12% (6)	78% (38)	4.0	3.3	0.7
3.7 Accountability	NA	UN	IM			
a) Integrity & Trust	10% (5)	4% (2)	86% (42)	4.4	3.9	0.5
b) Sense of Responsibility	10% (5)	4% (2)	86% (42)	4.4	3.8	0.6
4. Strategic Planning						
4.1 Vision & Foresight	NA	UN	IM			
a) Developing Vision, Mission, Value	41% (20)	12% (6)	47% (23)	3.7	2.8	0.9
b) Cascading VMV to Business Plan	41% (20)	16% (8)	43% (21)	3.5	2.6	0.9
c) Articulations for Management Decision	45% (22)	14% (7)	41% (20)	3.5	2.6	0.9
4.2 Business Development & Business Acumen	NA	UN	IM			
a) Skills in Business Reengineering Process	39% (19)	18% (9)	43% (21)	3.4	2.5	0.9
b) Strategies Formulation & Implementation	35% (13)	18% (9)	47% (23)	3.5	2.5	1.0
4.3 Crisis Management	NA	UN	IM			
a) Communicating with Staff	18% (9)	14% (7)	68% (33)	3.9	3.2	0.7
b) Communicating with Outsiders	16% (8)	22% (11)	62% (30)	3.8	3.1	0.7
c) Media Relations	39% (19)	14% (7)	47% (23)	3.6	2.6	1.0
d) Managing Change	27% (13)	12% (6)	61% (30)	3.6	2.7	0.9
5. Research & Evaluation Skills						
5.1 Sensitivity to Environments	NA	UN	IM			
a) Sense & Responsiveness to Environmental Changes	14% (7)	12% (6)	74% (36)	3.8	2.9	0.9
b) Sensitivity of Social Issues	14% (7)	10% (5)	76% (37)	3.7	2.8	0.9
c) Initiatives in Needs of Research	29% (14)	29% (14)	42% (21)	3.2	2.4	0.8
5.2 Analytical Proficiency	NA	UN	IM			
a) Statistical Techniques	24% (12)	22% (11)	54% (26)	3.2	2.5	0.7
b) Qualitative & Quantitative Analysis	22% (11)	18% (9)	60% (29)	3.3	2.6	0.7
c) Outcome Evaluation & Reporting	14% (7)	12% (6)	73% (36)	3.6	2.8	0.8

3.3 Supporting Staff

Highlights of the findings:

- if drawing a line at 60%, 15 out of 61 competencies were regarded by more than 60% of respondent Agency Members as “Important”.
- 4 out of 61 competencies indicated an average level of proficiency requirement at “4” or above. None out of 61 competencies indicated an average level of current proficiency at “4” or above.
- If drawing a line at the score of “0.7” or above for the competency gap, 5 competencies were identified as priorities.

Required Competencies	Supporting Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
1. Personal Effectiveness						
1.1 Leadership	NA	UN	IM			
a) Dealing with Conflicts	37% (18)	24% (12)	39% (19)	3.0	2.8	0.2
b) Integrity & Trust	24% (12)	4% (2)	72% (35)	3.9	3.4	0.5
c) Decision Making	35% (17)	39% (19)	27% (13)	2.9	2.8	0.1
d) Delegation	78% (38)	16% (8)	6% (3)	2.6	2.6	0
1.2 Innovation	NA	UN	IM			
a) Sense of Creativity	18% (9)	20% (10)	62% (30)	3.2	2.6	0.6
b) Motivating Others	46% (23)	27% (13)	27% (13)	2.9	2.5	0.4
c) Implementing Changes	31% (12)	22% (11)	47% (23)	3.2	2.7	0.5
1.3 Personal Drive	NA	UN	IM			
a) Self-motivation	8% (4)	4% (2)	88% (43)	4.1	3.4	0.7
b) Sense of Responsibility	8% (4)	2% (1)	90% (44)	4.2	3.6	0.6
2. Working with Others						
2.1 Communication	NA	UN	IM			
a) Interpersonal Skills	12% (6)	4% (2)	84% (41)	3.8	3.1	0.7
b) Negotiation Skills	41% (20)	24% (12)	35% (17)	3.1	2.6	0.5
c) Writing Skills	20% (10)	35% (17)	45% (22)	2.9	2.4	0.5
d) English	31% (15)	37% (18)	32% (16)	2.9	2.3	0.6
e) Putonghua	39% (19)	29% (14)	32% (16)	2.7	2.3	0.4
2.2 Team Building	NA	UN	IM			
a) Conflicts Management Skills	55% (24)	20% (10)	25% (12)	3.2	2.9	0.3
b) Building Staff Morale	53% (26)	29% (14)	18% (9)	3.1	2.8	0.3
c) Cooperating with Others	20% (10)	9% (4)	71% (35)	3.8	3.3	0.5
2.3 Staff Management	NA	UN	IM			
a) Conflicts Management Skills	74% (36)	16% (8)	10% (5)	2.9	2.9	0
b) Coaching & Counseling Skills	82% (40)	14% (7)	4% (2)	2.9	3.0	-
c) Supervision Skills	88% (43)	8% (4)	4% (2)	2.4	2.4	0

Required Competencies	Supporting Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
2.4 Networking	NA	UN	IM			
a) Self-initiatives	39% (19)	6% (3)	55% (27)	3.6	3.2	0.4
b) Corporate & Public Relations	56% (27)	22% (11)	22% (11)	3.0	2.5	0.5
c) Use of Resources	39% (19)	26% (13)	35% (17)	3.1	2.8	0.3
d) Communicating with Others	28% (14)	8% (4)	63% (31)	3.6	3.2	0.4
3. Results/Tasks Orientation						
3.1 Planning & Control	NA	UN	IM			
a) Strategic Planning	86% (42)	14% (7)	0%	2.3	2.0	0.3
b) Change Management	71% (35)	16% (8)	13% (23)	2.9	2.3	0.6
c) Problem Solving	41% (20)	12% (6)	47% (23)	3.3	2.8	0.5
d) Decision Making	53% (23)	18% (9)	29% (14)	3.1	2.6	0.5
3.2 Financial Management	NA	UN	IM			
a) Budgeting	80% (39)	10% (5)	10% (5)	3.2	2.6	0.6
b) Financial Planning & Control	82% (40)	17% (8)	2% (1)	2.7	2.2	0.5
c) Cost Management	80% (39)	12% (6)	8% (4)	3.0	2.5	0.5
d) Reporting & Analysis	82% (40)	17% (8)	2% (1)	2.8	2.1	0.7
3.3 Project Management	NA	UN	IM			
a) Knowledge Management	65% (32)	8% (4)	27% (13)	3.2	2.8	0.4
b) Stress Management	37% (18)	10% (5)	53% (26)	3.5	2.9	0.6
c) Time Management	27% (13)	10% (5)	63% (31)	3.5	3.0	0.5
d) Quality Conscious	29% (14)	8% (4)	63% (31)	3.6	3.1	0.5
3.4 Resources Management	NA	UN	IM			
a) Sense of Stewardship	69% (34)	6% (3)	25% (12)	3.2	2.8	0.4
b) Skills in Resources Planning & Control	76% (34)	12% (6)	12% (6)	3.2	2.8	0.4
3.5 Drive for Efficiency & Effectiveness	NA	UN	IM			
a) Self-initiatives	20% (10)	2% (1)	58% (28)	3.8	3.3	0.5
b) IT/Computer Knowledge	25% (12)	8% (4)	67% (33)	3.8	3.1	0.7
c) Managing Priorities	25% (12)	12% (6)	63% (31)	3.5	2.9	0.6

Required Competencies	Supporting Staff					
	Importance			Average Proficiency Requirement	Average Current Proficiency	Competency Gap
3.6 Customer Orientation	NA	UN	IM			
a) Presentation & Negotiation Skills	51% (21)	14% (7)	35% (17)	3.2	2.7	0.5
b) Handling Enquiries & Complaints	22% (11)	18% (9)	60% (29)	3.6	2.8	0.8
c) Knowledge in Customer Relationship Management	22% (11)	12% (6)	66% (32)	3.7	2.9	0.8
3.7 Accountability	NA	UN	IM			
a) Integrity & Trust	12% (6)	4% (2)	84% (41)	4.1	3.7	0.4
b) Sense of Responsibility	12% (6)	4% (2)	84% (41)	4.1	3.7	0.4
4. Strategic Planning						
4.1 Vision & Foresight	NA	UN	IM			
a) Developing Vision, Mission, Value	78% (38)	10% (5)	12% (6)	3.0	2.4	0.6
b) Cascading VMV to Business Plan	86% (42)	12% (6)	2% (1)	2.5	2.2	0.3
c) Articulations for Management Decision	86% (42)	12% (6)	2% (1)	2.7	2.0	0.7
4.2 Business Development & Business Acumen	NA	UN	IM			
a) Skills in Business Reengineering Process	90% (44)	8% (4)	2% (1)	3.2	2.0	1.2
b) Strategic Formulation & Implementation	90% (44)	8% (4)	2% (1)	2.8	2.0	0.8
4.3 Crisis Management	NA	UN	IM			
a) Communicating with Staff	47% (23)	8% (4)	45% (22)	3.6	2.8	0.8
b) Communicating with Outsiders	51% (25)	10% (5)	39% (19)	3.5	2.7	0.8
c) Media Relations	80% (39)	6% (3)	14% (7)	3.3	2.1	1.2
d) Managing Change	64% (31)	16% (8)	20% (10)	3.1	2.3	0.8
5. Research & Evaluation Skills						
5.1 Sensitivity to Environments	NA	UN	IM			
a) Sense & Responsiveness to Environmental Changes	47% (23)	14% (7)	39% (19)	3.3	2.3	1.0
b) Sensitivity of Social Issues	51% (25)	18% (9)	31% (15)	3.2	2.2	1.0
c) Initiatives in Needs of Research	90% (44)	8% (4)	2% (1)	2.7	1.8	0.9
5.2 Analytical Proficiency	NA	UN	IM			
a) Statistical Techniques	82% (40)	10% (5)	8% (4)	3.3	2.4	0.9
b) Qualitative & Quantitative Analysis	86% (42)	10% (5)	4% (2)	3.1	2.4	0.7
c) Outcome Evaluation & Reporting	80% (39)	12% (6)	8% (4)	3.3	2.3	1.0

4. Training Priorities

From the findings on the job competencies and according to the analysis of the “importance” and “competency gaps”, training priorities are listed in the table below for various levels of NGO staff:

Competency Clusters	Managerial & Supervisory Staff	Non-supervisory Staff	Supporting Staff
1. Personal Effectiveness	(1.2b) Motivating Others	(1.1a) Dealing with Conflicts (1.2a) Sense of Creativity (1.3a) Self-motivation (1.3b) Sense of Responsibility	(1.3a) Self-motivation
2. Working with Others	(2.2a) Conflicts Management Skills (2.2b) Building Staff Morale		(2.1a) Interpersonal Skills
3. Results/Task Orientation	(3.1a) Strategic Planning (3.1b) Change Management (3.2b) Financial Planning & Control (3.2c) Cost Management (3.2d) Reporting & Analysis (3.3a) Knowledge Management	(3.3a) Knowledge Management (3.3c) Time Management (3.5c) Managing Priorities	(3.5b) IT/Computer Knowledge (3.6b) Handling Enquiries & Complaints (3.6c) Knowledge in Customer Relationship Management
4. Strategic Planning	(4.1a) Developing VMV (4.1b) Cascading VMV to Business Plan (4.1c) Articulations for Management Decision (4.2a) Skills in Business Reengineering Process (4.2b) Strategy Formulation & Implementation (4.2c) Media Relations (4.2d) Managing Change		
5. Research & Evaluation Skills	(5.2b) Qualitative & Quantitative Analysis (5.2c) Outcome Evaluation & Reporting	(5.1a) Sense & Responsiveness to Environmental Changes (5.1b) Sensitivity of Social Issues	
Total Number of Items	18	9	5

5. Other Survey Findings

5.1 Training & Development Plan of the Respondent Agency Members

Figures 1 & 2 indicated the tendency of respondent Agency Members on setting up training team in their own agencies. Figures 3 & 4 indicated the budget allocated for staff training and development.

Figure 1

Do you have training team to coordinate and deliver internal training program?

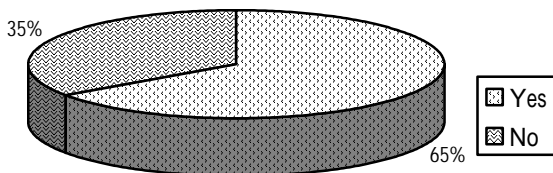


Figure 2

Will you set up a training section/department in the next 1-2 years?
(For those respondents selected "No" as in Figure 1.)

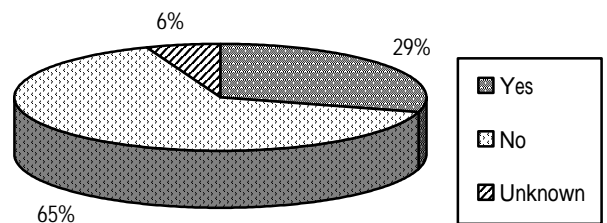


Figure 3

What type(s) of support does your agency offer to your staff for attending external training program?

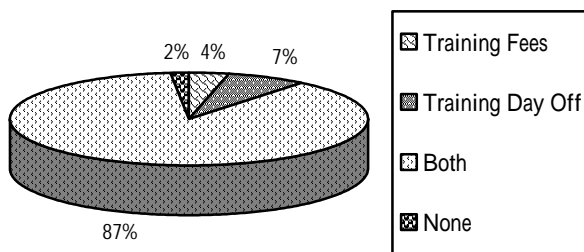
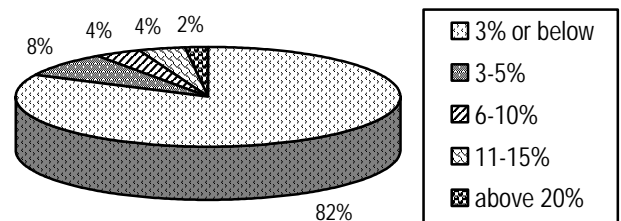


Figure 4

How much do you allocate to Staff Development Program in your agency's total annual expenditure?



Figures 5 & 6 were the basic information about the profile of the respondent Agency Members.

Figure 5

Agencies Receiving SWD Subvention

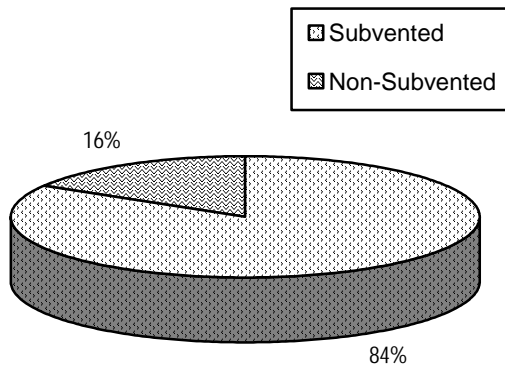
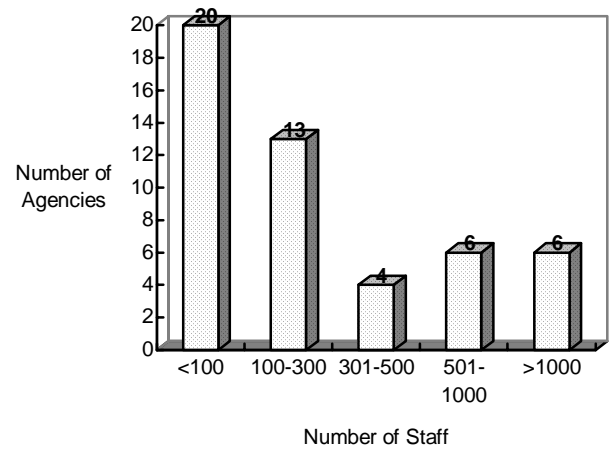


Figure 6

Total Number of Staff of the Agencies



6. Discussion and Recommendations

Before finalizing this Survey Report, the Council organized two discussion sessions with the training and development officers and HR officers of Agency Members to share on the preliminary findings of the Survey. The major comments and suggestions collected through these sessions have also been incorporated into the followings:

6.1 The Survey Findings as Reference for Individual Agencies and Training Providers

Although the competency gaps identified in this report were sector-wide rather than individual agency-based, the analysis provided a reference for agencies in staff training and development programs. This would be useful especially for those agencies using a similar framework for conducting a survey within their own agencies as benchmarking. For other training providers, this analysis on competency gaps also provided some significant information for the training specialists who would have to accurately grasp the needs of agencies in course design and delivery.

6.2 Translating Training Priorities into Training Topics

Some of the core competencies were more of working attitude or personal efficacy, such as “self-motivation” and “sense of responsibility”. Instead of interpreting into training topics directly, it would be incorporated into the other similar training topics like “managing priority” or “time management”, etc. On the other hand, some job competencies existed in two different clusters, e.g. “managing change” and “time management”. Therefore, the training contents of these topics would have to tailor the specific context instead of a general training on certain job competencies.

A few job competencies such as “knowledge management” were found to be important to all levels of staff. In such case, training courses of same topics should be organized to different target groups with variation in the training in training contents. Moreover, some topics might not be delivered in form of workshop. For instance, seminar or forum might be more effective or preferable for target groups of senior management level.

Some single competency requirements covered a wide range of micro skills from high level planning to frontline operation skills, for instance, the “customer relationship management”. The Council might organize some training courses with topics relating to management level; while individual agencies might conduct some courses of micro-skills on their own.

6.3 Limitations of the Survey

The result of this Survey was more of a sector-wide analysis, it might not accurately address and reflect the specific training needs of individual agencies. Therefore,

individual agencies should further identify their own training needs with some internal practices and exercises. The response rate was 16.3% of total agency members of the Council on which there was a room for improvement next time to enhance reliability. Besides, competency requirements would change according to time, the result of this Survey might stay valid for not more than two years.

6.4 Recommendations for Future TNA

Undoubtedly, Training Needs Analysis (TNA) is important to the sector and individual agencies for both agency capacity building and service development. Some recommendations have been made for the coordination of TNA in future.

- (a) Annual or Bi-annual TNA is recommended to cope with the rapid change of this welfare sector and agencies.
- (b) Follow-up studies on some special training needs which are related to the changing business environment will be necessary. There may be drastic change in competency requirements in service delivery or mode of agency operation.
- (c) Sharing among agencies in TNA forum and seminar is essential to communicate the real training needs among training recipients, training providers, and training coordinators.
- (d) This Survey is covering generic job competencies with 3 levels of staff. The need to conduct TNA for specific functional job family, such as social workers, has been proposed for further discussion.



The Hong Kong Council of Social Service

Questionnaire for NGOs Training Needs Survey 2004

Along with its strong commitment to enhance NGO capacity building, the Council has been launching various initiatives in facilitating and supporting NGOs' training and development efforts. One of these major initiatives is conducting an annual NGOs Training Needs Survey with the objectives to provide information for the Council, NGOs and other interested parties in formulating courses of action to tackle the identified training needs through the Survey findings.

The competency-based training approach has been widely accepted in the sector for training and development of NGO staff. The Survey for this year will make reference of the competency models developed in 2003 from the 1st Joint Business Improvement Project among 17 NGOs coordinated by the Council to identify competency requirements, competency gaps and priority training topics of NGO staff at different levels.

The Questionnaire of the Survey consists of the following 3 parts:

- i. Competency of Staff
 - a. Managerial and Supervisory Staff (e.g. agency head, assistant/deputy directors, division heads, supervisors, etc)
 - b. Non-supervisory Staff (e.g. officers, professional staff, etc)
 - c. Supporting staff (e.g. assistants, clerical staff, etc)
- ii. Agency's Training and Development Plan
- iii. Agency Profile

For any enquiry, please contact Ms. Shirley Kong at 2876 2402.

Thank you in advance for your great support in completing the Questionnaire!



The Hong Kong Council of Social Service

Questionnaire for NGOs Training Needs Survey 2004

(Please complete and return the questionnaire on or before July 20, 2004)

Part I Job Competency

Importance	Proficiency Requirement	Current Proficiency	Staff Categories
NA = not applicable UN = unimportant IM = important	1 = not required 2 = low level 3 = moderate level 4 = high level 5 = top level	1 = not at all 2 = low level 3 = moderate level 4 = high level 5 = outstanding	Managerial & Supervisory Staff (agency heads, department heads, supervisors, etc) Non-supervisory Staff (officers, professional staff, etc) Supporting staff (assistants, clerks, etc)

Please circle the appropriate number:

1. Personal Effectiveness	Managerial & Supervisor Staff			Non-supervisory Staff			Supporting Staff		
	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency
1.1 Leadership:									
Dealing with Conflicts	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Integrity & Trust	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Decision Making	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Delegation	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
1.2 Innovation:									
Sense of Creativity	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Motivating Others	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Implementing Change	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
1.3 Personal Drive:									
Self-motivation	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Sense of Responsibility	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5

* If you choose "NA" on the rating of "Importance" under any competency dimension for a staff category, you DO NOT need to complete the subsequent parts on "Proficiency Requirement" and "Current Proficiency" under the same competency dimension for that staff category.

Importance	Proficiency Requirement	Current Proficiency	Staff Categories
NA = not applicable UN = unimportant IM = important	1 = not required 2 = low level 3 = moderate level 4 = high level 5 = top level	1 = not at all 2 = low level 3 = moderate level 4 = high level 5 = outstanding	Managerial & Supervisory Staff (agency heads, department heads, supervisors, etc) Non-supervisory Staff (officers, professional staff, etc) Supporting staff (assistants, clerks, etc)

2. Working with Others	Managerial & Supervisor Staff			Non-supervisory Staff			Supporting Staff		
	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency
2.1 Communication:									
Interpersonal Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Negotiation Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Writing Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
English (spoken and written)	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Mandarin	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
2.2 Team Building:									
Conflicts Management Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Building Staff Morale	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Cooperating with Others	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
2.3 Staff Management:									
Conflicts Management Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Coaching & Counseling Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Supervision Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
2.4 Networking:									
Self-initiatives	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Corporate & Public Relations	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Use of Resources	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Communicating with Others	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5

* If you choose “NA” on the rating of “Importance” under any competency dimension for a staff category, you DO NOT need to complete the subsequent parts on “Proficiency Requirement” and “Current Proficiency” under the same competency dimension for that staff category.

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3. Results/Tasks Orientation	Managerial & Supervisor Staff			Non-supervisory Staff			Supporting Staff		
	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency
3.1 Planning and Control:									
Strategic Planning	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Change Management	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Problem Solving	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Decision Making	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
3.2 Financial Management:									
Budgeting	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Financial Planning & Control	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Cost Management	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Reporting & Analysis	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
3.3 Project Management:									
Knowledge Management	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Stress Management	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Time Management	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Quality Conscious	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
3.4 Resources Management:									
Sense of Stewardship	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Skills in Resources Planning and Control	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5

* If you choose "NA" on the rating of "Importance" under any competency dimension for a staff category, you DO NOT need to complete the subsequent parts on "Proficiency Requirement" and "Current Proficiency" under the same competency dimension for that staff category.

Importance	Proficiency Requirement	Current Proficiency	Staff Categories
NA = not applicable UN = unimportant IM = important	1 = not required 2 = low level 3 = moderate level 4 = high level 5 = top level	1 = not at all 2 = low level 3 = moderate level 4 = high level 5 = outstanding	Managerial & Supervisory Staff (agency heads, department heads, supervisors, etc) Non-supervisory Staff (officers, professional staff, etc) Supporting staff (assistants, clerks, etc)

3. Results/Tasks Orientation	Managerial & Supervisor Staff			Non-supervisory Staff			Supporting Staff		
	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency
3.5 Drive for Efficiency & Effectiveness:									
Self-initiatives	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
IT/Computer Knowledge	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Managing Priorities	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
3.6 Customer Orientation:									
Presentation & Negotiation Skills	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Handling Enquiries & Complaints	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Knowledge in Customer Relationship Management	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
3.7 Accountability:									
Integrity & Trust	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Sense of Responsibility	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5

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NA = not applicable UN = unimportant IM = important	1 = not required 2 = low level 3 = moderate level 4 = high level 5 = top level	1 = not at all 2 = low level 3 = moderate level 4 = high level 5 = outstanding	Managerial & Supervisory Staff (agency heads, department heads, supervisors, etc) Non-supervisory Staff (officers, professional staff, etc) Supporting staff (assistants, clerks, etc)

4. Strategic Planning	Managerial & Supervisor Staff			Non-supervisory Staff			Supporting Staff		
	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency
4.1 Vision and Foresight:									
Developing Vision, Mission, Value	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Cascading VMV to Business Plan	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Articulations for Management Decisions	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
4.2 Business Development & Business Acumen:									
Skills in Business Reengineering Process	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Strategies Formulation & Implementation	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
4.3 Crisis Management:									
Communicating with Staff	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Communicating with Outsiders	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Media Relations	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Managing Change	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5

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5. Research & Evaluation Skills	Managerial & Supervisor Staff			Non-supervisory Staff			Supporting Staff		
	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency	Importance*	Proficiency Requirement	Current Proficiency
5.1 Sensitivity to Environments:									
Sense and Responsiveness to Environmental Changes	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Sensitivity of Social Issues	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Initiatives in Needs of Research	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
5.2 Analytical Proficiency:									
Statistical Techniques	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Qualitative & Quantitative Analysis	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Outcome Evaluation & Reporting	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
Others: _____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5
_____	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5	NA UN IM	1 2 3 4 5	1 2 3 4 5

* If you choose "NA" on the rating of "Importance" under any competency dimension for a staff category, you DO NOT need to complete the subsequent parts on "Proficiency Requirement" and "Current Proficiency" under the same competency dimension for that staff category.

Please list other core competency requirement(s) for your agency staff that have not been mentioned above.

a. Managerial & Supervisory Staff: _____

b. Non-supervisory Staff: _____

c. Supporting Staff: _____

Part II Agency's Training & Development Plan

1. Do you have training department/section or training team to coordinate and deliver internal training program?.

- Yes, please go to Q3.
- No

2. Will you set up a training section/department in the next 1-2 years.

- Yes
- No

3. What type(s) of support does your agency offer to your staff for attending external training program?

- Training fees
- Training leave
- Both of the above
- Others: _____
- None of the above

4. How much do you allocate to Staff Development Program in your agency's total annual expenditure?

- 3% or below
- 3-5%
- 6-10%
- 11-15%
- 16-20%
- above 20%

5. Please list 3 important training topics for each of the following staff groups:

a. Managerial & Supervisory Staff: (1) _____ (2) _____ (3) _____

b. Non-supervisory staff: (1) _____ (2) _____ (3) _____

c. Supporting staff: (1) _____ (2) _____ (3) _____

d. Social Worker: (1) _____ (2) _____ (3) _____

Part III Agency Profile

Name of Agency: _____		
Subvented: <u>Yes / No</u>	Total No. of Staff: _____	Total No. of Service Units: _____
Contact Person (block letters): _____		
Department: _____		Job Title: _____
Contact Number: _____	Email _____	

Please return this questionnaire on or before July 20, 2004 by mail to:

Management & Training Officer
 The Hong Kong Council of Social Service
 Room 1009, 11/F Duke of Windsor Social Service Building
 15 Hennessy Road, Wanchai, Hong Kong

Thank You for Your Cooperation!

The Hong Kong Council of Social Service
Quality Management & Efficiency Enhancement

**Report of NGOs Training Needs Survey on Staff Competency
October 2004**

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