

# Not-for-Profit Management Competencies

The following list includes an overview of the 44 Not-For-Profit Competencies divided in six competency domains. Each competency is defined below.

## LEADERSHIP

1. Vision
2. Working Together
3. Facilitation & Commitment
4. Continuous Learning
5. Conceptual Skills
6. Ethics
7. Innovation & Creativity
8. Change & Flexibility

## STRUCTURE & ENVIRONMENT

9. History, Current Status, Trends & Issues
10. Governance & Decision Making
11. Policy & Bylaws
12. Volunteers
13. Staffing

## DIRECTION & STRATEGY

14. Strategic Management
15. Planning
16. Implementation
17. Monitoring & Evaluation
18. Reporting & Accountability
19. Knowledge Management

## MEMBERSHIP SERVICES

20. Understanding Members
21. Member Relations
22. Member Communications
23. Recruitment & Retention
24. Products & Services
25. Quality & Pricing
26. Marketing
27. Strategy, Standards & Satisfaction

## OPERATIONS SUPPORT

28. Human Resources
29. Systems & Practices
30. Technology
31. Financial & Management Accounting
32. Facilities & Equipment
33. Legal & Statutory
34. Insurance & Tax
35. Communications & External Relations
36. Continuous Improvement

## PRODUCTS & SERVICES

37. Publications & Information
38. Events
39. Education
40. Advocacy
41. Fundraising
42. Credentialing
43. Other Services
44. Strategic Alliances & Partnerships

## LEADERSHIP

### 1. Vision

- Understand the importance of values and vision, and methods and processes for vision development and promotion.
- Anticipate future needs and developments for the organization.
- Define a vision with stakeholders and guide individuals and groups towards promoting, sharing, and contributing to the vision.

### 2. Working Together

- Understand team building techniques and dynamics.
- Act as a leader or member of a multi-function team, appreciate the value of diversity and use effective communication skills.
- Build and motivate teams inside and outside the organization, and resolve conflict.

### 3. Facilitation & Commitment

- Understand practices to facilitate situations and engender commitment.
- Provide self-direction and self-motivation and demonstrate commitment to members and the organization.
- Facilitate consensus building and commitment towards the mission and its implementation.

### 4. Continuous Learning

- Understand self-assessment, mentoring and staff development techniques and practices.
- Maintain a career management plan and use a mentor.
- Continually learn and promote the value of learning for self and others.

## 5. Conceptual Skills

- Understand decision-making tools and their applications in developing problem-solving strategies using a systems thinking approach.
- Apply strategic integrative analysis to evaluation of products, services and processes.
- Identify and analyze situations and problems so that viable solutions are found; approach tasks and problems so that the total system and strategies are taken into account by self and others.

## 6. Ethics

- Understand ethical responsibilities and dilemmas.
- Demonstrate adherence to established or desirable ethical standards.
- Set highest standards for self and others, and monitor practice.

## 7. Innovation & Creativity

- Aware of successful practices to establish innovation and creative environments.
- Implement innovative and creative products, services and practices.
- Create an environment where innovation and creativity are encouraged in the organization and lead by example.

## 8. Change & Flexibility

- Recognize the stages within the change process and the importance of flexibility and negotiations.
- Anticipate, respond and adapt approach and style to different leadership demands.
- Uses change management processes to benefit the organization and involve key stakeholders.

## *STRUCTURE & ENVIRONMENT*

### 9. History, Current Status, Trends & Issues

- Understand the purpose, relationships, and value of organization.
- Identify and analyze trends and issues facing organization.
- Recognize the attributes of a high-performance organization.

### 10. Governance & Decision Making

- Understand the distinction between governance and management and applicable responsibilities for decision-making.
- Provide support to support the model and develop effective and efficient chapter or other multi-level structure relationships.
- Evaluate current governance and decision-making efforts and establish structures, operating processes and accountability to ensure effectiveness.

### 11. Policy & Bylaws

- Understand how policy, board motions and bylaws are developed and implemented.
- Develop policy options with supporting analysis.
- Identify the need for policy; develop and recommend policy as appropriate.

### 12. Volunteers

- Understand the role of volunteers, whom and how to recruit, train and recognize.
- Develop orientation and training processes to assist volunteers fulfill their role.
- Establish and work with governance groups to complete and evaluate their work.

### 13. Staffing

- Understand the role of staff and desirable structures to support organizations.
- Develop practices to attract, retain, evaluate, reward and develop the necessary staff.
- Establish and maintain a staff structure to support organization governance.

## *DIRECTION & STRATEGY*

### 14. Strategic Management

- Understand the importance of developing and maintaining a strategic management process.
- Establish and maintain a strategic management process.
- Understand the strategic management process to involve key stakeholders in defining the mission and plans as appropriate.

## 15. Planning

- Understand critical components of the planning process.
- Review an organization's planning situation and identify opportunities for improvement.
- Assist and guide the organization to establish a vision and mission that is shared by all key stakeholders.

## 16. Implementation

- Understand methods and impacts when implementing strategy.
- Use standards, performance indicators and policy to support strategy implementation.
- Develop commitment, ownership and timing to reflect resource capability.

## 17. Monitoring & Evaluation

- Understand the importance of measurement and practices to monitor and evaluate plans and related process.
- Develop effective processes to ensure adequate monitoring and evaluation occurs.
- Use a continuous improvement approach to review and comment on plans.

## 18. Reporting & Accountability

- Understand the extent and responsibility for reporting to fulfill accountability requirements.
- Develop reporting practices to support accountability.
- Develop and monitor reports to ensure reported accountabilities are linked to the organization strategic direction and governance requirements.

## 19. Knowledge Management

- Understand the nature and elements of Knowledge Management and its relationship to organizational performance.
- Measure the organization's efforts to improve Knowledge Management activities.
- Develop recommendations and implement practices to improve Knowledge Management activities.

## *MEMBERSHIP SERVICES*

### 20. Understanding Members

- Understand the value and methods of getting member information and the need for self-regulation.
- Uses member input to influence decision-making.
- Develop and conduct a member survey to determine needs and wants and standards for self-regulation.

### 21. Member Relations

- Understand the importance and practices to maintain effective member relations.
- Personally engage in activities to improve member relations.
- Evaluate current member relations efforts and develop, implement and manage a member relations program.

### 22. Member Communications

- Understand various types of communications and processes used.
- Seek out and listen to messages from members.
- Evaluate current member communications efforts and develop, implement and manage a member communications plan.

### 23. Recruitment & Retention

- Understand practices used to improve recruitment and retention efforts.
- Recognize member issues and problems.
- Evaluate current recruitment and retention efforts and develop, implement and manage a member recruitment and retention program.

### 24. Products & Services

- Understand how products and services are approved or abandoned.
- Use a continuous improvement approach to products and services.
- Evaluate current new product development and abandonment efforts and develop criteria that should be part of the decision making process.

### 25. Quality & Pricing

- Understand the importance of quality in serving members and pricing decisions.
- Apply quality principles and objectives with self and promote them with others.
- Evaluate current quality efforts and pricing practices and recommend a plan for improvement.

## **26. Marketing**

- Understand the importance of marketing and its impact on the organization.
- Make decisions which give due regard to marketing implications.
- Evaluate current marketing efforts and develop, implement and manage a marketing plan.

## **27. Strategy, Standards & Satisfaction**

- Understand the value in linking overall strategy to standards and member satisfaction.
- Monitor and use the links to direct continuous improvements.
- Evaluate efforts to link strategy, standards and satisfaction and recommend a plan for improvement.

## ***OPERATIONS SUPPORT***

## **28. Human Resources**

- Understand the strategic human resource management concept and practices necessary to create a productive environment with satisfied participants.
- Sensitive to diversity and support enhancing strategic human resource management.
- Evaluate efforts to create an organization that practices strategic human resource management and identify opportunities for improvement.

## **29. Systems & Practices**

- Understand various operating systems and practices to keep track of members and service their needs.
- Strive to reduce cycle time, improve access, value and quality.
- Evaluate efforts to keep track of members and service practices to meet their needs, through benchmarking identify opportunities for improvement.

## **30. Technology**

- Understand issues, trends, and successful technology applications.
- Use current technology to complete work and make informed decisions.
- Evaluate use of technology and through benchmarking, identify opportunities for improvement.

## **31. Financial & Management Accounting**

- Understand the role and importance of financial and management accounting for an organization.
- Consider the impact on financial resources when making decisions.
- Evaluate financial and management accounting efforts, identify opportunities for improvement.

## **32. Facilities & Equipment**

- Understand successful practices for acquisition and application of facilities and equipment.
- Manage assigned assets efficiently and effectively.
- Evaluate practices for facilities and equipment, through benchmarking, identify opportunities for improvement.

## **33. Legal & Statutory**

- Understand legal and statutory implications for organizations.
- Comply with requirements.
- Evaluate compliance efforts and identify opportunities for improvement.

## **34. Insurance & Tax**

- Understand insurance and tax issues for organizations.
- Comply with requirements and provide for insurance needs.
- Evaluate the tax situation and insurance plans and identify opportunities for improvement.

## **35. Communications & External Relations**

- Understand the importance of external relations and successful practices.
- Serve as an ambassador for the organization.
- Evaluate communications and external relations efforts; through benchmarking develop a plan, implement and manage related activities.

### **36. Continuous Improvements (Innovation, Creativity & Management Tools)**

- Understand the impact of innovation and creativity in making continuous improvement. Also understand what tools are available and when they should be used.
- Subscribe to continuous improvement and seek out innovative approaches and adapt them to the organization's unique circumstances and requirements.
- Evaluate efforts in the use of various management tools and the impact on innovation, creativity and continuous improvement. Identify how continuous improvement efforts can be enhanced.

## ***PRODUCTS & SERVICES***

### **37. Publications & Information**

- Understand how to plan, develop, and manage publications and information.
- Promote publications and information and continuous improvements to meet member needs.
- Evaluate efforts to provide quality, relevant and timely publications and information through benchmarking. Identify opportunities for improvement.

### **38. Events**

- Understand how to plan, develop, and manage a variety of events.
- Promote events and continuous improvements to meet member needs.
- Evaluate efforts to provide quality, relevant and timely events, through benchmarking. Identify opportunities for improvement.

### **39. Education**

- Understand how to plan, develop, and manage education programs.
- Promote education programs and continuous improvements to meet member needs.
- Evaluate efforts to provide quality, relevant and timely education programs, through benchmarking identify opportunities for improvement.

### **40. Advocacy**

- Understand how to plan, develop, and manage advocacy activities.
- Promote advocacy activities and continuous improvements to meet member needs.
- Evaluate efforts to provide quality, relevant and timely advocacy activities, through benchmarking identify opportunities for improvement

### **41. Fundraising**

- Understand how to plan, develop, and manage fundraising activities.
- Promote fundraising activities and continuous improvements to serve member needs.
- Evaluate efforts to provide quality, relevant and timely fundraising activities, through benchmarking identify opportunities for improvement

### **42. Credentialing**

- Understand how to plan, develop, and manage credentialing programs.
- Promote credentialing programs and continuous improvements to serve member needs.
- Evaluate efforts to provide quality, relevant and timely credentialing programs, through benchmarking identify opportunities for improvement

### **43. Other Services (Standards, Affinity Programs etc.)**

- Understand how to plan, develop, and manage a variety of organization products and services.
- Promote products and services and continuous improvement to serve members.
- Evaluate efforts to provide quality, relevant and timely products and services, through benchmarking identify opportunities for improvement

### **44. Strategic Alliances & Partnerships**

- Understand the importance of alliances and partnerships and how to overcome barriers and reach agreements.
- Promote use of strategic alliances and partnerships as a tool to get results.
- Evaluate efforts to establish and operate strategic alliances and partnerships, through benchmarking identify opportunities for improvements.