

CARE Learning & Organizational Development Unit Fiscal Year 2007 Annual Report

The Learning & Organizational Development Unit (L&OD) contributes to CARE's vision and mission by offering organizational learning and development initiatives that enhance CARE's capacity to evolve and remain relevant in communities where CARE works. L&OD organizes its work into three key areas, in partnership with other CARE divisions and leaders:



- **Staff Development** encompasses CARE Academy, providing programs that address mission critical skills, leadership and CARE global standards.
- **Organizational Development** provides consulting and advisory support for regional and global team development and change management.
- **Knowledge Sharing** enhances programming and staff effectiveness by creating a global knowledge sharing strategy in partnership with other divisions.

In Fiscal Year 2007 (FY07), L&OD's work had a particularly strong focus on **building internal and external partnerships** – partnerships that continue to support CARE's vision and mission in innovative ways as we aim to enhance staff development, organizational development and knowledge sharing at CARE.

CARE ACADEMY PARTNERSHIPS

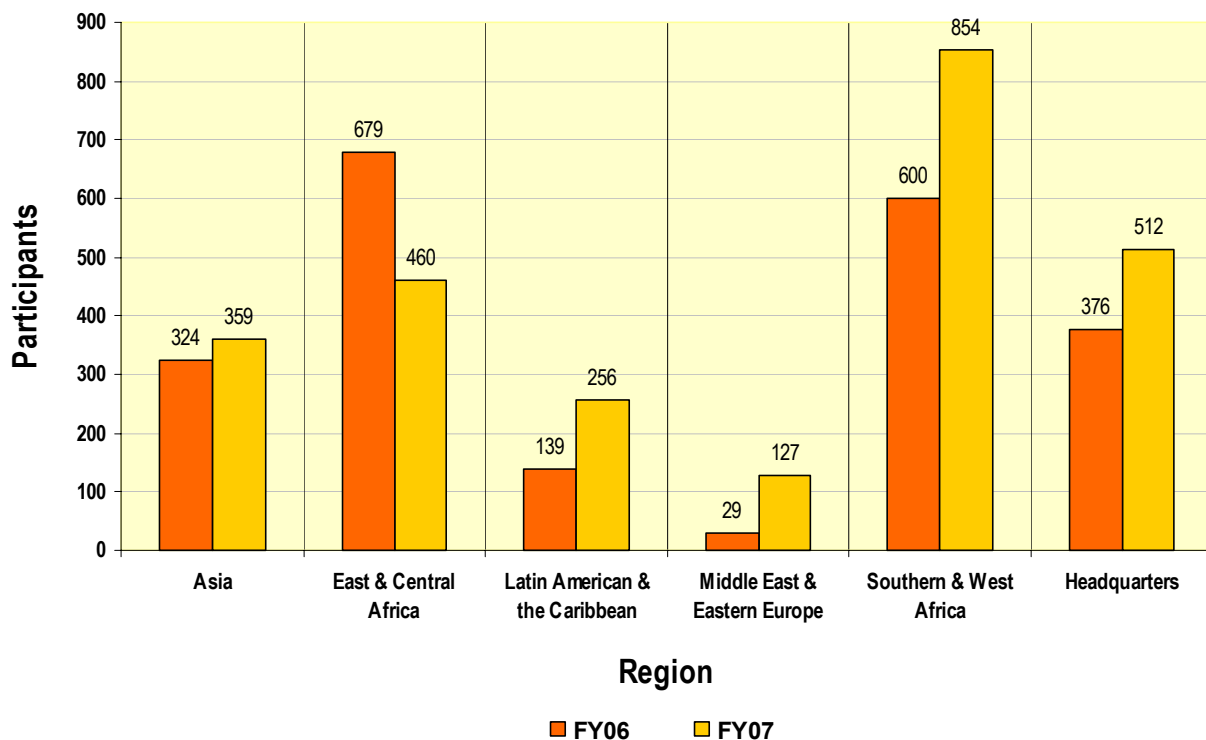
"I am skillful in motivating my staff to assess CARE Academy courses and other capacity building opportunities."

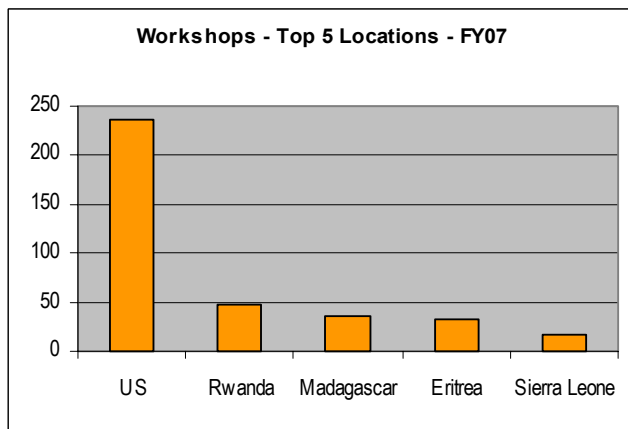
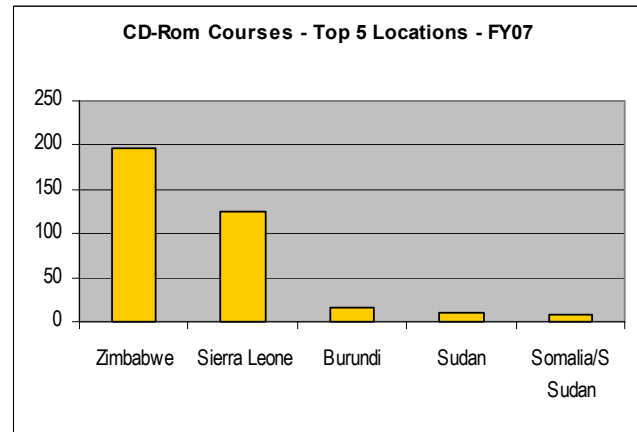
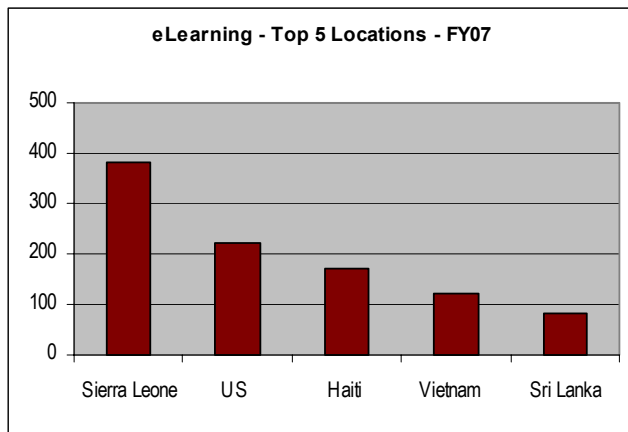
– **Joseph P. Abu**, CARE Academy Liaison, Staff Development and Visibility



More than 2,500 staff completed CARE Academy workshops and eLearning courses in FY07, an increase of more than 20 percent over

FY06. L&OD attributes the increase to strong partnerships and collaborations, as well as improved global communication and interaction with CARE staff. Participation in all CARE Academy instructor-led and eLearning courses during FY07 was as follows:





Partnerships with CARE Regional Management Units, Care USA Divisions and Country Offices improve management development at CARE

- **CARE Academy's Competency-based People Management Program (CPMP)**, developed by a global team, continued to gain momentum. Train-the-Trainer sessions have now been conducted in Africa, Latin America, Asia and Eastern Europe, and local facilitation is underway throughout all regions of CARE.
- **In partnership with Human Resources, a CARE USA Global HR Conference**, themed *Reaching New Heights*, brought together more than 70 CARE professionals from all regions of the world.
- **Essentials of Strategic Support**, a new eLearning course, was designed for Country Office management teams in partnership with Strategic Support.
- **Emotional Intelligence**, a workshop introduced for CARE managers at Atlanta headquarters, helps staff explore how to build more successful relationships in their personal and professional lives. (Emotional Intelligence is also addressed in the CPMP curriculum for Country Office staff.)
- **Fierce Conversations Training-for-Trainers sessions** were conducted to help managers throughout CARE achieve high levels of alignment, collaboration and partnership through powerful conversations. *Fierce* trainers are now certified to teach a two-day training focused on Team Conversations, Coaching Conversations, Delegation Conversations and Confrontation Conversations modules. All modules will launch in FY08.

Partnerships with Program Division and others influence CARE's work with people living in poverty

- **CARE's Approach to Ending Poverty**, an e-Learning course required for new employees and highly recommended for all CARE staff, was created in partnership with the Program Division.

- **CARE Emergency Preparedness Planning**, consisting of several e-Learning courses, was developed in partnership with the Emergency and Humanitarian Assistance Unit to train CO Emergency Response Teams about all aspects of emergency preparedness planning.
- **Fundamentals of Field Office Security**, produced in partnership with CARE's Security Unit, aims to teach and train Country Office Security Focal Points and other staff the essentials of Country Office security and risk management.
- **The Competitive Bids Overview**, an eLearning module developed in partnership with the Competitive Bids Unit, will launch in early FY08. The course intends to help staff to understand the basics of the Competitive Bids process.
- The Health Sector and CARE Academy collaborated to introduce the first internal eLearning courses about **Tuberculosis and Avian Flu**. The Tuberculosis course is already available, and the Avian Flu course is planned for release in early FY08.

External partnerships improve our capacity

- **CARE Academy relationships** with LINGOs (Learning for International Non-Governmental Organizations), Accenture Development Partnerships (ADP), Assessment Plus, and other external partners expanded L&OD's capacity to collaborate, share and learn from other international humanitarian relief and development agencies.

Global communication and interaction enhance collaborations

- **CARE Academy expanded its contents in FY07, and plans to release an improved Web site in early FY08.** In addition to *Navigating CARE*, new sections were added to the Web site, targeting important audiences such as CARE Academy Liaisons and new employees. An improved Web site, planned for release in the first/second quarter of FY08 is now under development. The new site, available in English, French, Spanish and Portuguese, will include tools to promote online collaboration, knowledge sharing and improved communications between CARE Academy and its audiences.
- **The Academy's communications efforts** included the *Liaison Learning Link* newsletter, a Liaison "Face Book" created to help Liaisons make a personal connection with each other, and a CARE Academy poster campaign, introduced globally through Liaisons in multiple languages.

KNOWLEDGE SHARING

New Knowledge Sharing Funds engage staff in Knowledge Sharing

- **L&OD established a Global Knowledge Sharing Fund in FY07, and partnered with the Sexual and Reproductive Health Unit** to launch a Signature FY07 Fund. Additionally, a special award was funded by the Basic and Girls' Education Unit's Patsy Collins Trust Fund Initiative (PCTFI) as part of its objective to deepen cross-sectoral knowledge at the nexus of education and sexual and reproductive health. Knowledge Sharing Fund winners put their innovative ideas into action across the globe during FY07 in areas including women's and girls' empowerment, sexual and reproductive health, peace building, water management, gender equity and emergency response. More than a dozen award winners were selected from approximately 40 proposals.
- **Over the last several years, effective Knowledge Sharing has become an increasing priority** for CARE in our fight against global poverty. Building on a global Knowledge Sharing assessment conducted by ADP/Accenture, combined with L&OD observations, in FY07 L&OD recommended that CARE integrate Knowledge Sharing into all facets of CARE's work. Top priorities included communicating and demonstrating the value and importance of Knowledge Sharing, defining a global learning agenda based on CARE's strategic priorities, and establishing a Knowledge Sharing governance structure.

ONBOARDING

Navigating CARE pilot supports newly-hired staff during their first year with CARE

- **In FY07, L&OD led Human Resource's pilot of *Navigating CARE***, a tool that supports CARE's comprehensive new employee process. This new process is aligned with Human Resource's commitment to recruiting and retaining the best talent for CARE. One of the most visible elements of the onboarding pilot is *Navigating CARE*, an online tool for new employees to access during the year-long onboarding process, as they get to know their jobs and CARE. Combining the

feedback received during the pilot, L&OD will offer an updated version of *Navigating CARE* in FY08. L&OD's goal is to provide a global standard for onboarding, offering guidance about the minimum all employees should experience during their first year, complemented by customizable content developed by each Country Office.

TALENT MANAGEMENT SUPPORT

A comprehensive CARE USA Fellowship launches to support Talent Management at CARE

- **L&OD launched a new CARE USA Fellowship Program in FY07**, designed to encourage CARE staff and graduate students with leadership potential to become CARE USA Fellows in CARE offices abroad and in the United States. The first class of eight 2007-2008 CARE USA Fellows was chosen by participating country offices from more than 460 internal and external applicants. All Fellows will have the opportunity to learn and grow as they participate in significant projects and initiatives matched to their individual strengths and capabilities. Assignments, which will last from six months up to a year, were carefully selected from all CARE regions of the world based on the value added to CARE, as well as coaching plans and potential learning opportunities.

LEADERSHIP DEVELOPMENT

Leading with Impact program and approach enhances leadership development at CARE

- **CARE's flagship leadership program, *Leading with Impact (LWI)*, was revamped in FY07**, based on feedback from past participants and an evaluation carried out by Corporate University Exchange in FY06. LWI was expanded from a weeklong program to a nine-month journey for more than 40 diverse CARE participants who participated in the program in FY07. Participants' overall satisfaction scores averaged more than "4.5" out of a possible "5" during the LWI meeting held in Mombassa – the highest evaluations LWI has ever received.

Nine-month 360 process assesses, improves leadership competencies

- **A nine-month 360 process was piloted to assess and improve management competencies.** In FY07, L&OD partnered with Assessment Plus, an external vendor, to enhance the 360 feedback process and experience. The result is an expanded nine-month 360 process, both for LWI participants and other staff. In FY07 for first time, the 360 process was offered as a stand-alone experience to a pilot group of 50 people. The 360 process now includes an initial feedback report and coaching session; developing an online action plan with follow-up coaching; and a mini 360 survey measuring progress with a final coaching session. 360 coaching sessions were offered via telephone instead of in person to increase cost-effectiveness as we build our network of 360 coaches.

ORGANIZATIONAL DEVELOPMENT

L&OD co-leads CARE's Strategic Planning Process

- **As co-leaders of CARE's Strategic Plan Process, L&OD facilitated** CARE USA's strategic planning conference in FY07, which set the foundation for CARE's new strategic plan. The group attending the Atlanta conference included a wide range of overseas staff, headquarters staff, CI representatives and CARE USA Board members whose input has been critical to the development of CARE's Strategic Plan for FY 2008-2015.

MOVING FORWARD: FOCUS ON FIELD REALITY

Enhanced data, team field site visit challenge our assumptions

- **Enhanced reporting capabilities** helped L&OD strengthen its ability to report who is accessing and reporting completion of training by region and country office. This data will help drive our decision-making processes in FY08.
- **L&OD improved its awareness of field reality** through a weeklong site visit and teambuilding initiative held in Guatemala. We learned that the field has a different reality; they are eager to learn, access and utilize our resources, but lack information and context about their role in the organization or how they might benefit from CARE Academy. As a result of our observations, **L&OD intends to consider and address the demands and realities of field staff when developing and providing learning resources in FY08, and beyond.**