



مكتبة قطر الوطنية

QATAR NATIONAL LIBRARY

عضو في مؤسسة قطر

Member of Qatar Foundation

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## Staff Development

# QF Development Initiatives

To have a focused development of the staff members, QF has undertaken the following initiatives.

- QF Competency Framework
- Competency based Recruitment
- Competency based Performance Management System
- Competency based Training & Development
- Career Development
- Assessment & Development Center
- Technical Skill Profile
- 360 Degree Evaluation
- Leadership Development
- Succession Planning

# QF Competency Families

- Administration
- Al-Shaqab
- Education
- Facilities Management
- Finance
- HSSE
- Human Resources
- Information Technology
- Knowledge Management
- Marketing & Communication
- Philanthropy
- Procurement
- Professional Support
- Research
- Strategic Leadership
- Technical Support

# Competency Based Recruitment

- Competency based Question banks to guide interviewers and help them focus on competencies applicable to the position during the interviews.
- Behavioral event interviewing.
- Assessment & Development Centers to assess the competencies among the potential candidates.



# Competency based Performance Management System

- QF Performance Management System is based on the evaluation of both Competencies and Objectives.
- Facilitates identification of staff learning needs and training initiatives with respect to Competencies and technical skills
- Facilitates identification of star performers having high potential for growth.
- Ensures that performance appraisals are adopted as a continuous activity in order to identify development needs early and provide opportunity for improvement.

# Competency Based Training & Development

- The in-house QF Training Calendar is competency based and caters to enhance the competency gaps identified during different stages of Training Needs Analysis.
- The learning center at QF is designed and equipped to provide the best of class facilities and training experience to its staff.
- The training procedures and practices have been certified under ISO 10015+ and QF prides itself to be the first organization in Qatar and region to be ISO 10015+ certified.
- All our in-house programs are accredited by top training providers, further enhancing our quality of programs leading to people development.



# Career Development

- Qatar Foundation believes in continuous growth and development of its staff members by providing opportunities for employees to grow and develop their skills and experience.
- A Career Ladder document has been developed for each Center / Directorate to present suggestions of likely Career Moves, both Promotional and Lateral, open to all employees.
- The Career Ladder document can be used by employees for their own Career Development and by Line Managers when talking to employees about their career aspirations.



# QF Assessment & Development Center

- QF has its own in house fully operational Assessment & Development Center.
- Assessments are administered through in house Trained Assessors certified by British Psychological Society/European Psychological Association.
- Assessment Centers use a variety of psychometric & ability tests, case studies, simulations and exercises to assess the potential.
- Assessment Centers are used for screening of recruited candidates, assess the learning needs of the staff members, develop the National Trainees.





# Technical Skills Profile

- The Technical Skills Profile dictionary has been designed to identify the core and role specific technical skills required for each job within different Centers and Directorates of Qatar Foundation.
- This is done after carefully reviewing the job descriptions as well interviewing the concerned authorities.
- This document will support for recruiting the right candidate for the right job as well as training and developing the right skills.

# 360 Degree Evaluation

- The process of 360 degree evaluation is a competency driven process.
- The questions are designed in a way to elicit responses on different competencies and related behavior.
- The analysis helps in the process of formulating a development plan.



# Leadership Development

- Leadership Development programs for QF Senior Management aims to address the learning needs of the Senior Management group within QF based on LNI carried out using a unique combination of tools- 360 Degree evaluations, focus groups, questionnaires, psychometrics and one to one interviews.
- This program is highly focused and is being run in association with Said Business School, Oxford University.
- The methodology includes lectures by world class experts, experience sharing, case studies, projects, and coaching, all planned in a manner in order to have strong impact in developing the leadership skills of the future leaders of QF.

# Succession Management

- QF initiated the process of Succession Management to create potential Successors for critical positions.
- The process indirectly leads to creating a leadership pipeline and also helps in the Nationalization efforts.
- Identified Potential successors are taken through different steps such as Assessment & Development Center, 360 degree appraisals, etc. to identify their potential development needs and creating a development plan.
- The training and development plans are closely monitored to ensure completion by desired dates. Currently most of the top QF leadership have come through the succession management process.



# THANK YOU

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