Human Resources (Talent) Department Logic Model

> **HR (Talent) Mission:**
> *To identify, hire, develop, and retain highly skilled talent that supports Friendship Place's mission.*
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> **HR (Talent) Vision:**
> *To have an inclusive, engaged, and productive workforce that supports Friendship Place's mission now and in the future.*
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> **HR (Talent) Values:**
> *To uplift Friendship Place's values, the HR (Talent) Department has a commitment to:*
> - *People*
> - *Collaboration*
> - *Support*

> <u>**Strategic Plan Goal**</u>: Strengthen our internal capacity to deliver effective, person-centered services through smart investments in staff and infrastructure.
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> <u>**HR (Talent) Goals:**</u>
> - Create a positive experience for job seekers and employees by strengthening talent acquisition, onboarding, employee development, and work environment.
> - Create an employer brand that supports Friendship Place as a "destination employer" in order to attract top talent.
> - Support staff efforts to achieve professional licensure and professional development certifications.
> - Regularly review our recruitment targets and practices to ensure that we maintain a diverse staff.

INPUTS OR RESOURCES	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
HR (Talent) Team Employees Executive Team Employment Law Resources	**Compliance & Workplace Practices** Review and/or create workplace practices.	Workplace practices that align with employment law requirements, contract expectations and Friendship Place's culture	Increased compliance and minimized risk	Consistency and standardization of workplace practices	Adherence to employment law, and contract expectations Equity in Workplace practices
HR (Talent) Team Media/Communication Team Website (Careers Page) Social Media Sites	**Employer Branding** Develop an employer branding strategy that promotes Friendship Place as a destination employer.	An employer branding plan that supports Friendship Place's mission while positioning the organization as an employer that values employees	Increased exposure to reach active and passive job seekers	Increased interest by active and passive job seekers	External employer recognitions (e.g., Best Nonprofits to Work For, Top Workplaces, etc.)
HR (Talent) Team Hiring Managers External Workforce Partners Paylocity Recruiting Platform	**Recruitment & Selection** 1. Review current practices. 2. Develop a talent acquisition strategy that promotes our employer branding efforts, diversity, and creates external workforce partnerships to support staffing needs.	Recruitment & Selection practices that support a positive hiring experience for job seekers and Hiring Managers A talent acquisition plan that supports our brand, mission, and current and future workforce needs	Alignment of Friendship Place's Recruitment & Selection practices with key skills needed to successfully achieve our goals, and cultural fit	Consistency and standardization of Recruitment & Selection practices Improved hiring for highly skilled talent	Increased commitment to Friendship Place's mission, vision, core values, and strategic plan/goals

INPUTS OR RESOURCES	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
HR (Talent) Team People Managers Paylocity Onboarding Platform	**Onboarding & Orientation** Review current practices.	Onboarding & Orientation practices that support a positive new employee experience	Onboarding & Orientation practices that provide organizational as well as specific program information	Consistency and standardization of Onboarding & Orientation practices Quicker employee assimilation during the introductory period	Increased new employee satisfaction and retention
HR (Talent) Team People Managers Training Committee External Trainers Paylocity Learning Platform	**Employee Development** 1. Create job enrichment opportunities. 2. Provide People Managers with resources. 3. Create a formal internal learning & development program. 4. Promote the attaining and retaining of professional credentials.	Soft skills education (e.g., customer service, effective communication, conflict management, etc.) The Manager's HR Toolkit HR specific education Training catalog for professional development Incentive plan for professional credentials	Increased educational resources and opportunities Increased professional subject matter network, resources and opportunities	Increased participation in professional development throughout the organization Increased professional subject matter ability and confidence	Knowledge transfer and improved workforce effectiveness through skill development (i.e., performance and productivity) Increased professional subject matter expertise

INPUTS OR RESOURCES	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
HR (Talent) Team People Managers Employees Executive Team Employee Resource Groups (i.e., committees, taskforces, and workgroups) Paylocity Surveys Platform Zoom Virtual Meeting Platform Other HR Systems/Platforms (i.e., technology)	**Employee Engagement & Retention** 1. Employee Engagement Initiatives (i.e., Surveys, and Meetings) 2. Connect employees with Employee Resource Groups and support the development of new groups. 3. Review and create appreciation & recognition programs. 4. Review and revise the performance management system. 5. Develop a formal compensation philosophy and pay practices. 6. Review and revise the total rewards package.	Recruitment & Onboarding Survey New Employee Survey Culture Chats Meet-up Quarterly Engagement & Commitment Survey Company-wide Appreciation & Recognition programs that are of value to employees Performance management system that accurately evaluates an employee's performance while supporting department/program, and strategic goal achievement A compensation structure that is competitive with the market and serves as a motivating incentive for high performance A total rewards package that is competitive with the market and of value to employees	Opportunities for employees to provide regular feedback regarding The Friendship Place Experience Opportunities for employees to participate in activities beyond their day-to-day job tasks Alignment of our Employee Engagement & Retention initiatives to support Friendship Place's mission, vision, and core values Increased commitment to performance goals	Employees feeling comfortable providing regular feedback and forming a deeper connection to Friendship Place Employees connecting with staff within other departments/programs throughout the organization Employees gaining a sense of belonging by participating in Employee Resource Groups that are of interest to the individual employee Improved performance evaluation system and goal setting Happy employees!	Increased employee engagement, commitment, and retention Improved workforce effectiveness (i.e., performance and productivity)