HR (Talent) Mission:
To attract, identify, hire, develop, and retain highly skilled talent that exemplify our values and support Friendship Place’s mission.

HR (Talent) Vision:
To have a diverse, inclusive, engaged, and productive workforce that supports Friendship Place’s mission now and in the future.

HR (Talent) Values:
To uplift Friendship Place’s values, and uphold the values of the profession, the HR (Talent) Department has a commitment to ten core principles:
- People
- Ethical Practice
- Collaboration
- Due Diligence
- Advocacy
- Stewardship
- Compliance
- Equity
- Justice
- Transparency

Organizational Strategic Plan Goal (2021 - 2025): Strengthen our internal capacity to deliver effective, person-centered services through smart investments in staff and infrastructure.

HR Business Strategy: Aide the organization in becoming a competitive employer in the marketplace, a local leader among best workplace environments and a “destination employer” through development and implementation of sophisticated and innovative human resource management program design and strategic human resources service delivery.

HR (Talent) Goals:
- Strategic Management & Planning - To cultivate the desired organizational ethos by introducing and influencing leadership principles that uphold the culture and increasing overall management accountability in addition to maintaining compliance standards as measured by self-audit in accordance with industry best practices (i.e., CARF, AMACOM, SHRM, ATD, or WAWTRA)
- Workforce Planning & Employment - Regularly review and improve our recruitment, selection, hiring and employment targets and practices to ensure that we maintain an eclectic mix of staff as measured by the return on investment in alternative diversity sourcing streams in comparison to industry best practices (i.e., CARF, AMACOM, SHRM, ATD, or WAWTRA)
- Human Resources Development - Improve performance management system through automation and support staff efforts to achieve professional licensure and professional development certifications as measured by increased program enrollment, exhausted training budget expenditures year to year in comparison to industry best practices (i.e., CARF, AMACOM, SHRM, ATD, or WAWTRA)
- Workforce Planning & Employment, Human Resources Development, Total Rewards & Employee & Labor Relations - Create an employer brand that supports Friendship Place as a “destination employer” in order to attract top talent evident via well-crafted and publicized employee value proposition, attainment of workplace recognition awards and overall retention metrics in comparison to industry best practices (i.e., CARF, AMACOM, SHRM, ATD, or WAWTRA)
- Workforce Planning & Employment, Human Resources Development, Total Rewards & Employee & Labor Relations - Create a positive experience for job seekers and employees by strengthening talent acquisition, onboarding, employee development, and work environment as measured by qualitative survey feedback and quantitative key performance indicators in comparison to industry best practices (i.e., CARF, AMACOM, SHRM, ATD, or WAWTRA)
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<tr>
<th>INPUTS OR RESOURCES</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>SHORT-TERM OUTCOMES</th>
<th>INTERMEDIATE OUTCOMES</th>
<th>LONG-TERM OUTCOMES</th>
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<tr>
<td><strong>FUNCTIONAL AREA - STRATEGIC MANAGEMENT &amp; PLANNING</strong></td>
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<tr>
<td>HR (Talent) Team</td>
<td>Leadership &amp; Management Development</td>
<td>Clear expectations of leaders, equitable treatment of staff, improved organizational communications, better staff interaction and interpersonal dynamics as measured by decreased employee relations incidents.</td>
<td>Increased accountability and immediate growth of management team</td>
<td>Increased morale and cultural reinforcement over time</td>
<td>Highly productive organizational culture and alternative performance management tool for people leaders</td>
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<tr>
<td>Executive Team</td>
<td>1. Implement (L.E.A.D.) Leadership Expectations &amp; Development Tool and Keirsey Leadership Temperament Sorter.</td>
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<tr>
<td>Management Team</td>
<td>2. Review and/or create workplace practices.</td>
<td>Workplace practices that align with employment law requirements, contract expectations and Friendship Place’s culture as measured via human resources audit</td>
<td>Increased compliance and minimized risk</td>
<td>Consistency and standardization of workplace practices</td>
<td>Adherence to employment law, and contract expectations</td>
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<tr>
<td><strong>FUNCTIONAL AREA - WORKFORCE PLANNING &amp; EMPLOYMENT</strong></td>
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<tr>
<td>HR (Talent) Team</td>
<td>Recruitment, Selection, &amp; Hiring</td>
<td>Recruitment &amp; Selection practices that support a positive hiring experience for job seekers and Hiring Managers as measured by qualitative analysis and develop structured interviews that incorporate culture and values assessment</td>
<td>Alignment of Friendship Place’s Recruitment &amp; Selection practices with key skills needed to successfully achieve our goals, and cultural fit</td>
<td>Consistency and standardization of Recruitment &amp; Selection practices</td>
<td>Increased commitment to Friendship Place’s mission, vision, core values, and strategic plan/goals</td>
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<tr>
<td>Hiring Managers</td>
<td>1. Review current practices.</td>
<td>A talent acquisition plan that supports our brand, mission, and current and future workforce needs as measured by diversity in hiring reporting</td>
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<tr>
<td>External Workforce Partners</td>
<td>2. Develop a talent acquisition (recruitment) strategy that promotes our employer branding efforts, diversity, and creates external workforce partnerships to support staffing needs.</td>
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<tr>
<td>Paylocity Recruiting Platform</td>
<td>3. Implement Applicant Tracking User Survey</td>
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<tr>
<th>Inputs or Resources</th>
<th>Activities</th>
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<th>Intermediate Outcomes</th>
<th>Long-Term Outcomes</th>
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<tbody>
<tr>
<td>HR (Talent) Team</td>
<td>Orientation, Onboarding &amp; Employment</td>
<td>Onboarding &amp; Orientation practices that support a positive new employee experience as measured by acculturation and assimilation surveys</td>
<td>Onboarding &amp; Orientation practices that provide organizational as well as specific program information</td>
<td>Consistency and standardization of Onboarding &amp; Orientation practices</td>
<td>Increased new employee satisfaction and retention</td>
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<tr>
<td>People Managers</td>
<td>1. Review current practices.</td>
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<tr>
<td>Paylocity Onboarding Platform</td>
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**Functional Area - Human Resources Development**

<table>
<thead>
<tr>
<th>HR (Talent) Team</th>
<th>Employee Development, Performance Management &amp; Workforce Effectiveness</th>
<th>Soft skills education (e.g., customer service, effective communication, conflict management, etc.)</th>
<th>Increased educational resources and opportunities</th>
<th>Increased participation in professional development throughout the organization</th>
<th>Knowledge transfer and improved workforce effectiveness through skill development (i.e., performance and productivity)</th>
</tr>
</thead>
<tbody>
<tr>
<td>People Managers</td>
<td>1. Create job enrichment opportunities.</td>
<td>The Manager’s HR Toolkit HR specific education Training catalog for professional development</td>
<td>Increased professional subject matter network, resources and opportunities</td>
<td>Increased professional subject matter ability and confidence</td>
<td>Increased professional subject matter expertise</td>
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<tr>
<td>Training Committee</td>
<td>2. Provide People Managers with resources.</td>
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<tr>
<td>External Trainers</td>
<td>3. Create a formal internal learning &amp; development program.</td>
<td>Incentive plan for professional credentials evaluated by enrollment training expenditures. Performance management system that accurately evaluates an employee’s performance while supporting department/program, and strategic goal achievement</td>
<td>Increased commitment to performance goals</td>
<td>Improved performance evaluation system and goal setting</td>
<td>Improved workforce effectiveness (i.e., performance and productivity)</td>
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<tr>
<td>Paylocity Learning Platform</td>
<td>4. Promote attaining and retaining of professional Credentials.</td>
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<td></td>
<td>5. Review and revise the performance management system.</td>
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</table>
## Functional Area - (Hybrid) Workforce Planning & Employment, Human Resources Development, Total Rewards, Employee & Labor Relations

### Inputs or Resources
- HR (Talent) Team
- Media/Communication Team
- Website (Careers Page) Social Media Sites
- Employer Branding
- Employee Engagement & Retention
- Recruitment & Onboarding Survey
- New Employee Survey Culture Chats Meet-up
- Quarterly Engagement & Commitment Survey
- Company-wide Appreciation & Recognition programs
- 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 values staff

### Activities
- Employer Branding
- Employee Engagement & Retention
- Recruitment & Onboarding Survey
- New Employee Survey Culture Chats Meet-up
- Quarterly Engagement & Commitment Survey
- Company-wide Appreciation & Recognition programs
- 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 values staff

### Outputs
- An employer branding plan that supports Friendship Place’s mission while positioning the organization as an employer that values employees and captures employee value proposition offer
- 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

### Short-Term Outcomes
- Increased exposure to reach active and passive job seekers
- Opportunities for employees to provide regular feedback and forming a deeper connection to Friendship Place
- 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
- 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

### Intermediate Outcomes
- Increased interest by active and passive job seekers
- 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
- Happy employees!

### Long-Term Outcomes
- External employer recognitions (e.g., Best Nonprofits to Work For, Top Workplaces, etc.)
- Increased employee engagement, commitment, and retention
- Improved workforce effectiveness (i.e., performance and productivity)