FRIEND-SHIP PLACE

Ending homelessness
Rebuilding lives

Human Resources (Talent) Department Logic Model

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)

INPUTS OR RESOURCES	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
FUNCTIONAL AREA - STRATEGIC MANAGEMENT & PLANNING					
HR (Talent) Team Executive Team Management Team	**Leadership & Management Development** 1. Implement (L.E.A.D.) Leadership Expectations & Development Tool and Keirsey Leadership Temperament Sorter.	Clear expectations of leaders, equitable treatment of staff, improved organizational communications, better staff interaction and interpersonal dynamics as measured by decreased employee relations incidents.	Increased accountability and immediate growth of management team	Increased morale and cultural reinforcement over time	Highly productive organizational culture and alternative performance management tool for people leaders
HR (Talent) Team Employees Executive Team Employment Law Resources	**Compliance, Operations & Workplace Practices** 2. Review and/or create workplace practices.	Workplace practices that align with employment law requirements, contract expectations and Friendship Place's culture as measured via human resources audit	Increased compliance and minimized risk	Consistency and standardization of workplace practices	Adherence to employment law, and contract expectations Equity in Workplace practices
FUNCTIONAL AREA - WORKFORCE PLANNING & EMPLOYMENT					
HR (Talent) Team Hiring Managers External Workforce Partners Paylocity Recruiting Platform	**Recruitment, Selection, & Hiring** 1. Review current practices. 2. Develop a talent acquisition (recruitment) strategy that promotes our employer branding efforts, diversity, and creates external workforce partnerships to support staffing needs. 3. Implement Applicant Tracking User Survey	Recruitment & 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 A talent acquisition plan that supports our brand, mission, and current and future workforce needs as measured by diversity in hiring reporting	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	**Orientation, Onboarding & Employment** 1. Review current practices.	Onboarding & Orientation practices that support a positive new employee experience as measured by acculturation and assimilation surveys	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

FUNCTIONAL AREA - HUMAN RESOURCES DEVELOPMENT

INPUTS OR RESOURCES	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
HR (Talent) Team People Managers Training Committee External Trainers Paylocity Learning Platform	**Employee Development, Performance Management & Workforce Effectiveness** 1. Create job enrichment opportunities. 2. Provide People Managers with resources. 3. Create a formal internal learning & development program. 4. Promote attaining and retaining of professional Credentials. 5. Review and revise the performance management system.	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 evaluated by enrollment training expenditures. Performance management system that accurately evaluates an employee's performance while supporting department/program, and strategic goal achievement	Increased educational resources and opportunities Increased professional subject matter network, resources and opportunities Increased commitment to performance goals	Increased participation in professional development throughout the organization Increased professional subject matter ability and confidence Improved performance evaluation system and goal setting	Knowledge transfer and improved workforce effectiveness through skill development (i.e., performance and productivity) Increased professional subject matter expertise Improved workforce effectiveness (i.e., performance and productivity)

INPUTS OR RESOURCES	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
FUNCTIONAL AREA - (HYBRID) WORKFORCE PLANNING & EMPLOYMENT, HUMAN RESOURCES DEVELOPMENT, TOTAL REWARDS, EMPLOYEE & LABOR RELATIONS					
HR (Talent) Team Media/Communication Team Website (Careers Page) Social Media Sites	**Employer Branding** 1. 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 and captures employee value proposition offer	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 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. 5. Develop a formal compensation philosophy and pay practices. 6. Review and revise the total rewards	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 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	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	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!	Increased employee engagement, commitment, and retention Improved workforce effectiveness (i.e., performance and productivity)