

STRATEGIC PLANNING

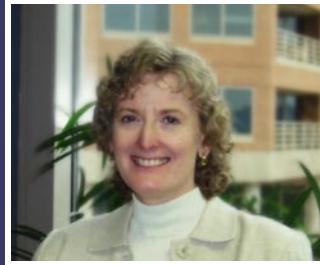
2008 - 2012



HumRRO's Vice Presidents



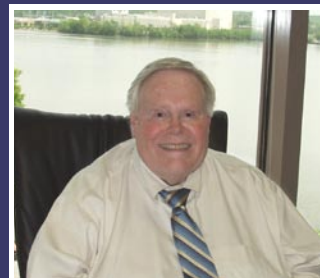
Dr. Beverly A. Dugan



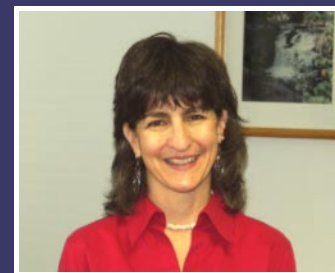
Dr. Deirdre J. Knapp



Mr. Thomas R. Kracker



Dr. W.S. Sellman



Dr. Suzanne Tsacoumis

Introduction

Simply put, one of the most common activities in management is planning. This is true whether the organization is large or small, public or private, profit or nonprofit. HumRRO's management style is intended to offer room for innovation and creativity on the part of the employees, with rewards and career growth for those who succeed. HumRRO maintains an environment receptive to the values and climate that foster excellence. We have a reputation for being proactive, willing to change, open to risks, and striving constantly to apply our skills in new ways.

HumRRO's strategic planning process as a nonprofit company is about setting objectives and developing an approach to achieving those objectives. Objectives should be specific, realistic, measurable, and timely. They also should reflect an organization's basic character and personality and be clearly understood by everyone in the organization. The strategic direction we have set for ourselves is intended to improve the value of our contributions to the American public in general and to our clients who directly depend on our products and services.

In May 2005, HumRRO's Board of Trustees approved our Strategic Plan for 2005 – 2009. The plan detailed HumRRO's mission, values, and objectives. After two years' experience with the plan, the HumRRO Corporate Management Team undertook a review to determine if the plan required updating to address changes in HumRRO's environment (e.g., growth, geographic dispersal, expanding capabilities). This review focused on identifying better ways to meet our mission and objectives.

This Strategic Plan for 2008 – 2012 is the result of that review and now becomes HumRRO's roadmap for the next five years. Like the earlier plan, it lays out our mission, objectives to work toward that mission, and key actions to achieve the objectives. It also will help us measure how far we have come towards achieving our objectives as well as recognize where we need to adjust our approaches or directions to accomplish better results. The Board of Trustees approved the revised plan in December 2007.

HumRRO was created in 1951 by the Department of the Army as an Office of The George Washington University. It was established to conduct behavioral science research and development in training methodologies and applications primarily through field units established at major Army training centers. During the 24 years that HumRRO operated as a Federal Contract Research Center (FCRC), the organization accumulated a distinguished record of both theoretical and practical breakthroughs in the application of psychological and other behavioral science skills to the field of training.

HumRRO parted company with The George Washington University in 1969 and incorporated independently in that same year. By agreement with the Army, HumRRO took on work for selected other governmental agencies after that time. The company's status as an FCRC was terminated at the end of 1975. Today, we operate as a nonprofit contract research institute in the performance of projects for which the company is selected competitively from among those organizations submitting proposals. HumRRO's largest single client is still the Army but now has many other Federal and state agencies as well as private sector firms as clients.



Areas of Expertise

In the future, HumRRO will find itself in projects of a greater political visibility than has normally been the case. For example, we are increasingly involved in research regarding educational achievement and accountability at both the national and state levels. This is an area that is receiving more and more scrutiny in the media. HumRRO's role will not go unnoticed. As a consequence of prospectively greater public attention, the importance of attracting and retaining high-quality professional staff will become all the more important. The character of our company, opportunities for challenging and important work, the caliber of our existing staff, our conditions of employment, and our location in the Washington, DC area all constitute positive incentives for applicants. Finally, we must maintain the integrity of HumRRO's reputation for quality.

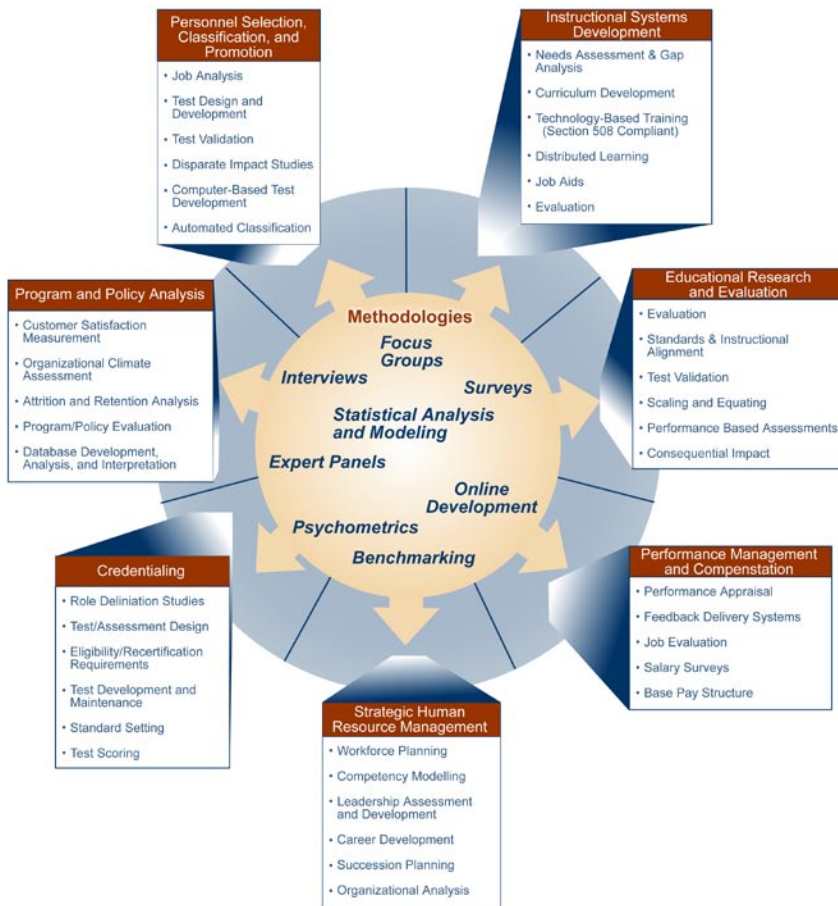


Figure 1. HumRRO's Areas of Expertise and Methodologies

HumRRO follows two conceptually distinct strategies in directing our long-range planning. The first is to work with our current clients and sponsors to meet their emerging needs. The other is to seek out new clients and to explore new areas of national or state needs to which our expertise might be applied. Both of these strategies have a great deal to recommend them, and we consider them complementary.

Another aspect of HumRRO's strategic planning is to maintain the capabilities to help our clients cope with a changing world. Pressing issues include terrorist threats and homeland security, military force modernization, civilian personnel system reform, and shifts in human resource supply and demand driven by population demographics and emerging technologies.

HumRRO's value is to apply our objective, high-quality analytic skills to help policy makers set our nation's priorities. Figure 1 illustrates these competencies. Here, we draw on both the time tested principles of human behavior and the new tools that science and technology are making available to us.

Strategic Planning Hierarchy

Strategic planning includes specifying an organization's mission, objectives, and actions (or specific results) associated with each objective. Therefore, reaching a strategic objective involves accomplishing a set of key actions along the way. Through the objectives and key actions set forth in this strategic plan, we will position ourselves to succeed in an ever-changing environment by efficiently and effectively carrying out our mission.

Figure 2 illustrates the strategic hierarchy embedded in the HumRRO Strategic Plan. At the top of the hierarchy is the HumRRO mission. The mission clarifies our organization's direction and purpose. It also allows HumRRO staff and clients to see and understand how they fit into the organization's plans for the future. From there the plan cascades through greater levels of executable depth, from broad objectives to more specific key actions.

To ensure continued progress, the plan next addresses the challenge of accomplishing key actions through even more detailed activities. Activities expand key actions by providing additional context and focus for setting our priorities and allocating resources. The measurable outcomes at the bottom of the hierarchy establish criteria that permit us to know if we have satisfied the activities, key actions, and objectives, or to make course corrections, if appropriate.

HumRRO's mission defines the results we strive to achieve — To develop and apply state-of-the-art science and technology to improve the performance of individuals and teams within public and private sector organizations and educational institutions. Our values and culture then influence how we expect our employees to achieve the mission. While there is no official list of HumRRO cultural attributes, there are many manifestations that quickly become evident to new employees and clients. For example, our business strategies and organizational structure place a heavy reliance on quality people to make things happen. HumRRO employees are smart, creative, and passionate about their work, and these talents are leveraged fully in our empowered workplace. There is an ownership culture that promotes individual initiative and responsibility.

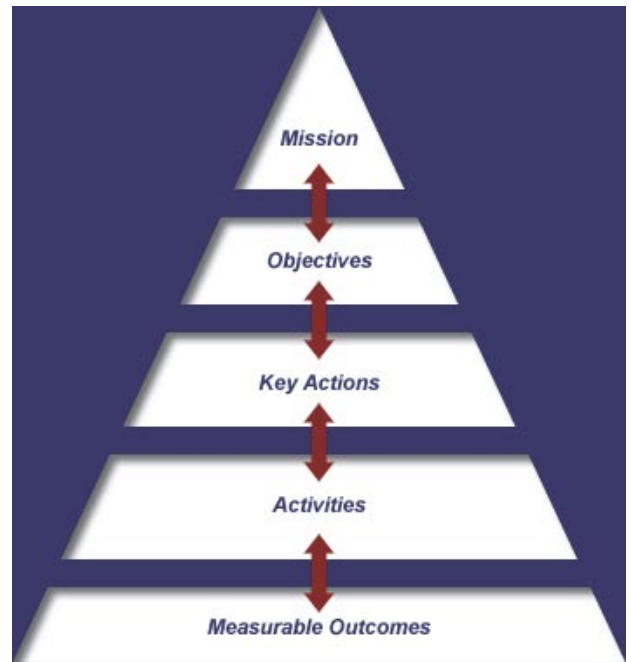


Figure 2. HumRRO Strategic Plan Hierarchy

Mission, Values, and Objectives

Mission

To develop and apply state-of-the-art science and technology to improve the performance of individuals and teams within public and private sector organizations and educational institutions.

Values

- HumRRO is a results-oriented nonprofit organization characterized by competence, objectivity, professionalism, integrity, energy, and commitment.
- HumRRO fosters a climate that encourages innovation and diligence among our staff and rewards those attributes appropriately.
- HumRRO staff are excited, engaged in each new challenge, and bring top-notch quality to all our work.

Objectives

- Engage in strategic business development.
- Enhance staff and organizational capability.
- Facilitate a stimulating working environment.
- Manage and invest HumRRO's financial resources.
- Perform high-quality work to meet client needs.
- Contribute to science and society.

Objective 1

Engage In Strategic Business Development

KEY ACTIONS

ENSURE THAT HUMRRO AS A COMPANY STANDS OUT FROM OUR COMPETITORS.

EXPLOIT EVOLVING SCIENTIFIC KNOWLEDGE AND NEW TECHNOLOGIES TO IMPROVE RESEARCH AND ANALYTIC CAPABILITIES.

NURTURE LONG-TERM CLIENT RELATIONSHIPS THROUGH SUPERIOR PRODUCTS AND SERVICES.

IDENTIFY AND NETWORK WITH PROSPECTIVE CLIENTS TO DEVELOP FUTURE BUSINESS RELATIONSHIPS.

FORM ALLIANCES WITH ORGANIZATIONS THAT COMPLEMENT OUR RESEARCH CAPABILITIES.

PUBLICIZE HUMRRO'S CAPABILITIES, EXPERTISE, AND EXPERIENCE.

DEVELOP AND MAINTAIN A STATE-OF-THE-ART WEBSITE THAT SERVES AS HUMRRO'S BUSINESS CARD.

ACTIVITIES

As a nonprofit company, develop and sustain a reputation as a trusted leader within the human performance research community in delivering value to our clients. Maintain state-of-the-art expertise necessary for solving client problems and for informing scientific and societal issues.

Generate new ideas using state-of-the-art scientific knowledge and technologies to address client needs.

Demonstrate to clients that we are responsive to their needs with effective solutions to their problems. Maintain strong connections with clients through networking and an established presence reinforced by past performance.

Communicate our staff expertise and experience. Project our corporate values along with a promise of consistently met expectations to potential clients.

Team with organizations that possess expertise outside HumRRO's areas of specialization (e.g., economics, sampling statistics).

Participate at professional conferences through presentations and displays (e.g., booths and brochures); sponsor fellowships and internships for promising graduate students.

Redesign the HumRRO website, both in content and navigation, to make it more informative and intuitive for users (e.g., HumRRO staff and potential employees, candidates for fellowship and internship programs, and current and prospective clients).

Objective 2

ENHANCE STAFF AND ORGANIZATIONAL CAPABILITY

KEY ACTIONS

ACTIVITIES

ATTRACT A HIGH-QUALITY STAFF.

Offer fair and competitive compensation and benefits and opportunities for interesting and meaningful work. Publicize HumRRO as a great place to work through visits with colleges and universities, fellowship and internship awards, and support of the IO/OB conference.

RETAIN A HIGH-QUALITY STAFF.

Offer fair and competitive compensation and benefits and opportunities for professional growth, development, and career advancement. Provide a positive work environment and an organizational climate that welcomes staff input.

DEVELOP INDIVIDUAL STAFF CAPABILITIES THROUGH EDUCATION AND TRAINING PROGRAMS.

Sponsor attendance at conferences, courses, seminars, and symposia consistent with individual professional development plans.

TRAIN AND SUPPORT LEADERSHIP SKILLS VIA A LEADERSHIP DEVELOPMENT PROGRAM.

Identify high-quality leadership development programs and enroll supervisors, project directors, and potential project directors as appropriate. Emphasize skills needed to be an effective leader.

HELP STAFF UNDERSTAND HUMRRO'S ORGANIZATIONAL CULTURE, DEVELOPMENTAL OPPORTUNITIES, AND PROFESSIONAL RESPONSIBILITIES.

Articulate HumRRO's values that inspire others to deliver their best. Incorporate leadership training and time management in mentoring sessions.

STRENGTHEN THE INTERNAL RESEARCH AND DEVELOPMENT (IR&D) PROGRAM.

Encourage staff to apply for IR&D support and to present their ideas, to include applicability and implications of work, at internal staff meetings (e.g., brown-bag luncheons).

Objective 3

FACILITATE A STIMULATING WORKING ENVIRONMENT

KEY ACTIONS

ESTABLISH A SPEAKER PROGRAM THAT CONTRIBUTES TO HUMRRO STAFF DEVELOPMENT.

ADDRESS QUALITY-OF-WORK-LIFE ISSUES.

ENHANCE ORGANIZATIONAL COMMUNICATIONS.

ENSURE THAT THE STAFF HAS APPROPRIATE OFFICE FACILITIES AND EQUIPMENT.

ACTIVITIES

Encourage staff to present their research or other key topics at luncheon speaker sessions. Invite distinguished scientists, academics, or public officials to speak to HumRRO staff about their work and its implications for science and society.

Identify and explore quality-of-work-life issues (e.g., compensation, benefits, cost of housing, length of commutes, telecommuting) through organizational climate surveys, strategic planning retreats, and other internal meetings and forums.

Ensure effective communications between HumRRO leadership and staff through such mechanisms as the monthly newsletter, luncheon speaker sessions, strategic planning retreats, and ad-hoc committees, as appropriate.

Emphasize the appearance of HumRRO's public space (e.g., carpeting, walls, art work, furniture) and staff office facilities and equipment (e.g., carpeting, desks, chairs, computers).

Objective 4

MANAGE AND INVEST HUMRRO'S FINANCIAL RESOURCES

KEY ACTIONS

ACTIVITIES

LIMIT PROJECT OVERRUNS.

Ensure that revenues are in excess of expenses at levels necessary to maintain company stability.

PREVENT WASTE, FRAUD, AND ABUSE.

Ensure that HumRRO's accounting policies and procedures provide the necessary checks and balances for sound financial management. Review these checks and balances annually by an outside auditor.

KEEP BILLINGS UP-TO-DATE AND MONITOR COLLECTION OF RECEIVABLES.

Ensure the financial viability of the company by providing maximum levels of resources for day-to-day operations and investments.

INVEST RESERVES PRUDENTLY.

Invest in internal research and development and in developing HumRRO's infrastructure. Establish and maintain long-term investments with an appropriate balance of risk and return. Monitor investments and terminate any investments that come to involve unacceptable risk.

Objective 5

PERFORM HIGH-QUALITY WORK TO MEET CLIENT NEEDS

KEY ACTIONS

UNDERSTAND CLIENT NEEDS AND THE ENVIRONMENT IN WHICH THEY MUST OPERATE.

APPLY APPROPRIATE SCIENCE AND TECHNOLOGY TO SOLVE CLIENT PROBLEMS.

WORK WITH CLIENTS TO IMPLEMENT AND ADAPT THE SOLUTIONS WE IDENTIFY.

ESTABLISH A QUALITY CONTROL AND FEEDBACK SYSTEM TO ENSURE QUALITY.

ACTIVITIES

Be alert and responsive to client needs and ready to provide creative and rigorous interdisciplinary research and evaluation regarding pressing national, state, and local issues.

Exploit evolving science and knowledge and new technologies to improve research and analyses to provide superior service.

Provide implementation support so clients are comfortable buying and using our products and services.

Establish and strengthen internal quality control system(s) to include an independent review function on major projects.

Objective 6

CONTRIBUTE TO SCIENCE AND SOCIETY

KEY ACTIONS

TACKLE IMPORTANT AND DIFFICULT SOCIETAL PROBLEMS THROUGH RIGOROUS RESEARCH AND ANALYSIS.

INFORM PUBLIC POLICY ISSUES AND GUIDE POLICYMAKERS THROUGH OUR BEST SCIENCE.

DISSEMINATE RESULTS AND FINDINGS WIDELY THROUGH CONFERENCE PRESENTATIONS AND JOURNAL PUBLICATIONS.

SUPPORT AND PARTICIPATE IN PROFESSIONAL SOCIETIES AND SCIENTIFIC ORGANIZATIONS.

ACTIVITIES

Conduct research to help senior policymakers decide on effective approaches to national issues.

Through project work and service, inform public policy.

Contribute to the advancement of science through wide dissemination of research findings.

Advance psychological and educational sciences in the United States through participation in professional societies (e.g., American Psychological Association, American Education Research Association).

Conclusion



Dr. William J. Strickland, *President*

Overall, this strategic plan sets forth the path HumRRO will take over the next five years. The plan emphasizes outcomes, and the objectives and key actions we are implementing will guide and direct our efforts to achieve our mission.

A client-focused and mission-driven company, HumRRO is committed to hiring and retaining a high-quality and diverse staff, providing an intellectually challenging work environment, and addressing client problems insightfully.

As a nonprofit company, HumRRO carries a particular responsibility to work for the public good. We must provide real value in addressing significant issues associated with public policies and practice. National defense and security, human capital management, and educational accountability are among the most pressing public issues of our time. HumRRO's effective, distinctive, and systematic approach to these issues will serve to satisfy our corporate charter to the fullest.