

HUMAN RESOURCES RESEARCH ORGANIZATION (HUMRRO)

Strategic Plan

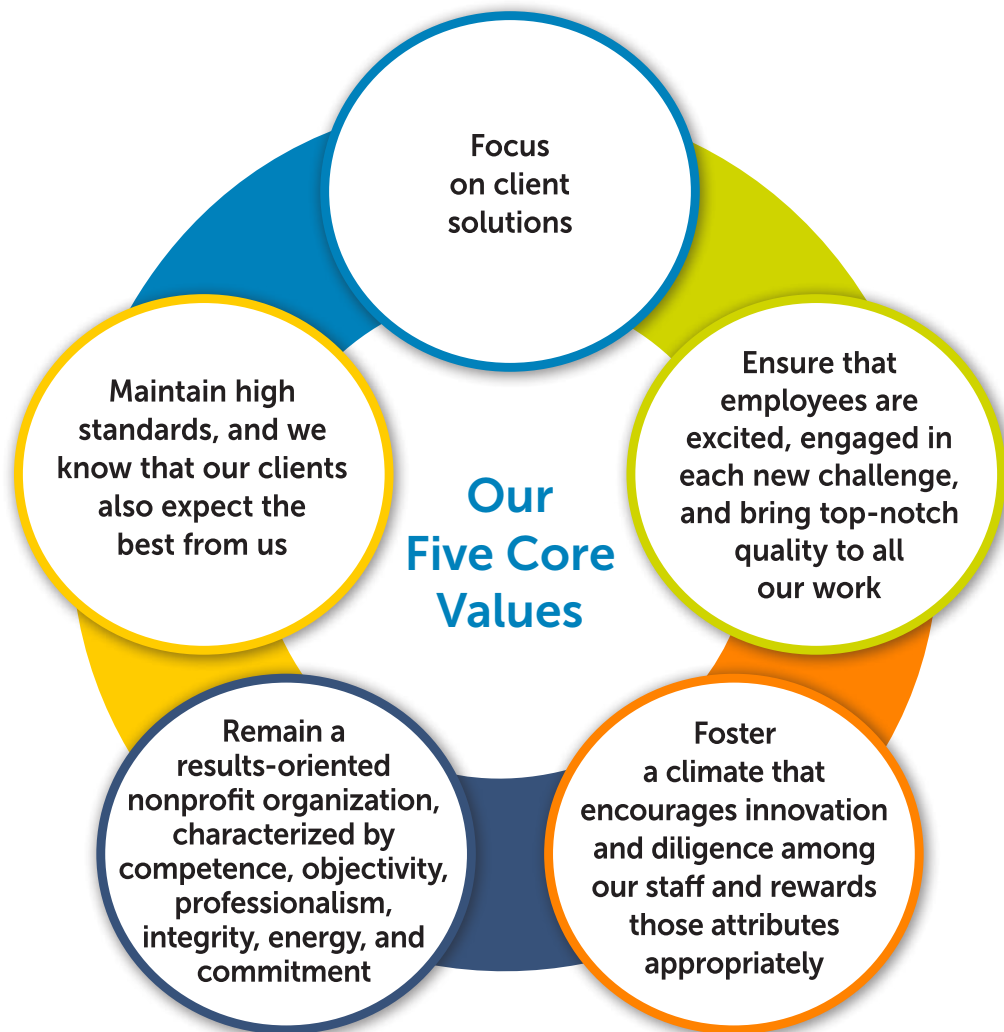
2019-2024





Our Mission

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



OBJECTIVE 1

Perform High-Quality and Timely Work for External Clients

Key Action 1.1: Provide Products, Services, and Consultation That Meets External Client Needs

MEASURABLE OUTCOMES

- 1.1.1 External clients agree that our deliverables are of high quality on our client satisfaction survey (mean > 4.0).
- 1.1.2 External clients agree that our deliverables are provided in a timely manner on our client satisfaction survey (mean > 4.0).
- 1.1.3 External clients agree that our products and services adhered to project requirements and were designed so that solutions developed could be effectively implemented, if applicable, on our client satisfaction survey (mean > 4.0).
- 1.1.4 External clients agree that we met or exceeded client expectations in the work performed, and they were satisfied with our products and services on our client satisfaction survey (mean > 4.0).



OBJECTIVE 2

Engage in Strategic Business Development

Key Action 2.1: Identify, Shape and Respond to New Opportunities

MEASURABLE OUTCOMES

- 2.1.1 Meet with potential clients to identify needs, share capabilities, and create opportunities.
- 2.1.2 Track and shape solicitations prior to release.
- 2.1.3 Prepare competitive proposals.
- 2.1.4 Win at least 65% of submitted proposals.

Key Action 2.2: Implement a Marketing Plan

MEASURABLE OUTCOMES

- 2.2.1 Prepare marketing collateral that communicate relevant capabilities, experiences, and expertise.
- 2.2.2 Maintain an active presence on social media (e.g., Facebook, Twitter, LinkedIn) by posting at least two news items a month.
- 2.2.3 Maintain a current contact list of clients, potential clients, partners and potential partners.
- 2.2.4 Annually distribute at least three external newsletters, highlighting our capabilities.
- 2.2.5 Identify appropriate outlets for sharing our capabilities (e.g., magazines, journals).
- 2.2.6 Identify appropriate conferences and events to sponsor and attend for business development purposes.

Key Action 2.3: Generate Sufficient Revenues and Awards to Support Current-Year Activities, Meet Growth Targets, and Increase Reserves to Provide for Contingencies

MEASURABLE OUTCOMES

- 2.3.1 Meet or exceed awards goal, as set in the annual fiscal year budget.
- 2.3.2 Meet or exceed revenue goal, as set in the annual fiscal year budget.
- 2.3.3 Meet or exceed labor (i.e., direct charge) revenue goal, as set in the annual fiscal year budget.

OBJECTIVE 3

Build and Maintain a High-Quality Staff

Key Action 3.1: Recruit and Attract A High-Quality Staff

MEASURABLE OUTCOMES

- 3.1.1 Publicize information about job openings, adopting strategies to help ensure exposure to qualified and diverse potential job candidates.
- 3.1.2 Communicate with graduate students to build their awareness of HumRRO as an employer of choice and to attract a diverse workforce.

Key Action 3.2: Evaluate Applicants for Expertise and Fit

MEASURABLE OUTCOME

- 3.2.1 Take steps to ensure that 100% of new hires have the required knowledge and capabilities to perform the job and are a good fit with our culture.

Key Action 3.3: Retain and Engage A High-Quality Staff

MEASURABLE OUTCOMES

- 3.3.1 Maintain a competitive compensation and benefits package.
- 3.3.2 Provide information to employees on career opportunities at HumRRO and what it takes to advance through HumRRO's career tracks.
- 3.3.3 Administer and monitor an organizational climate survey annually, to identify issues that might affect employee engagement or retention. Develop courses of action to effectively resolve employee concerns.
- 3.3.4 Achieve < 5% dysfunctional losses.

Key Action 3.4: Develop Individual Staff Potential Through Education and Training

MEASURABLE OUTCOMES

- 3.4.1 Support staff attendance at professional conferences, courses, seminars, symposia, and workshops to enhance scientific and technical skills and knowledge.
- 3.4.2 Sponsor at least six luncheon sessions annually regarding scientific and technical information that contributes to staff development.
- 3.4.3 Support staff attendance at leadership, managerial, and other soft-skills training courses and seminars.
- 3.4.4 Conduct at least three non-technical training sessions annually covering topics such as managerial and leadership skills, project planning, time management, oral and written presentations, and business development.

OBJECTIVE 4

Manage and Invest HumRRO's Financial Resources

Key Action 4.1: Limit Project Overruns

MEASURABLE OUTCOME

- 4.1.1 Limit project overruns to less than 5% of project earnings.

Key Action 4.2: Prevent Waste, Fraud, and Abuse

MEASURABLE OUTCOMES

- 4.2.1 Little or no risk of waste, fraud, or abuse reported to the Board of Trustees by our independent auditors.
- 4.2.2 No actual incidents of waste, fraud, or abuse.

Key Action 4.3: Keep Billings Up-To-Date and Monitor Collection of Receivables

MEASURABLE OUTCOME

- 4.3.1 Prepare all billings within 30 days of month's end. No more than 10% of receivables over 90 days old.

Key Action 4.4: Invest Reserves Prudently

MEASURABLE OUTCOMES

- 4.4.1 Develop and execute a corporate investment plan, in conjunction with the Board of Trustees.
- 4.4.2 Invest excess cash in instruments that earn greater than the sweep account.



OBJECTIVE 5

Manage Internal Operations

Key Action 5.1: Ensure That the Staff Has Appropriate Office Facilities, Furniture, and Supplies

MEASURABLE OUTCOMES

- 5.1.1 Provide office space suitable for conducting HumRRO business, including client meetings. This includes having well-furnished and attractive conference rooms and public areas.
- 5.1.2 Provide for individual staff office needs, including furniture, supplies, and secure storage areas. Provide associated support services (e.g., consultation on ergonomics of office set-up).
- 5.1.3 Promptly respond to facilities and office maintenance needs (e.g., temperature adjustments, repairs).
- 5.1.4 Staff members express satisfaction with facilities, furniture, and supplies through the annual organizational climate and internal client surveys (ratings > 4 and written comments).

Key Action 5.2: Ensure That Business Operations are Supported with Suitable Technology Tools

MEASURABLE OUTCOMES

- 5.2.1 Provide and support the operation of technology (e.g., computers, video cameras) and other needs (e.g., phones, headsets, printers) for individual staff requirements.
- 5.2.2 Provide and support the operation of technology (e.g., computers, video cameras) and other needs (e.g., phones, headsets, printers) for meeting rooms.
- 5.2.3 Provide secure, robust e-mail, file sharing, and information management systems.
- 5.2.4 Identify and manage software needs.
- 5.2.5 Staff members express satisfaction with technology tools and the help desk through the annual organizational climate and internal client surveys (ratings > 4 and written comments). Initiate any corrective actions needed based on survey results and discussions with staff members.



Key Action 5.3: Promote Positive Work Life Quality

MEASURABLE OUTCOMES

- 5.3.1 Implement methods to promote feelings of inclusion and team cohesiveness among staff.
- 5.3.2 Offer teleworking arrangements that appropriately balance staff quality of life issues and business needs.
- 5.3.3 Identify quality-of-work-life issues through meetings with staff, organizational climate surveys, and other forums. To the extent possible, develop and implement corrective actions.
- 5.3.4 Offer semiannual luncheon sessions on quality-of-life topics such as healthy lifestyle choices, stress reduction tips, and time management strategies.
- 5.3.5 Monitor and address staff workload concerns.
- 5.3.6 Employees express satisfaction with work life quality through the annual organizational climate survey. Initiate any corrective actions needed based on survey results (ratings < 4 or written comments) and discussions with staff members.

Key Action 5.4: Provide Administrative Support to Meet Internal Client Needs

MEASURABLE OUTCOME

- 5.4.1 Employees agree that HumRRO staff members who work in each of the following areas were responsive and knowledgeable, and that the internal services provided were of high quality and were timely (mean > 4.0):
 - a. client invoicing;
 - b. cost reporting;
 - c. word processing and formatting;
 - d. proposal support – contracts;
 - e. contract management support;
 - f. employee and vendor reimbursement;
 - g. timesheet and paycheck processing;
 - h. human resources;
 - i. corporate graphic design;
 - j. travel arrangements;
 - k. corporate copying, printing, and binding;
 - l. corporate mail delivery and shipping;
 - m. software engineering support;
 - n. meeting/conference support; and
 - o. facility support.

Key Action 5.5: Establish and Monitor Quality Management Processes

MEASURABLE OUTCOMES

- 5.5.1 Establish and monitor quality management processes for business development activities.
- 5.5.2 Establish and monitor quality management processes for research operations.
- 5.5.3 Establish and monitor quality management processes for business affairs functions.

OBJECTIVE 6

Contribute to Science and Society

Key Action 6.1: Deliver Services and Conduct Research that Benefits Society

MEASURABLE OUTCOME

6.1.1 Deliver products/services that have a demonstrable benefit for our clients and society.

Key Action 6.2: Implement Initiatives to Support Workforce Development

MEASURABLE OUTCOMES

6.2.1 Award the Meredith Crawford Fellowship annually.

6.2.2 Sponsor at least one graduate student intern annually.

6.2.3 Pursue activities that foster the development a diverse U.S. workforce population.



Key Action 6.3: Disseminate Results and Findings Through Presentations and Publications

MEASURABLE OUTCOMES

- 6.3.1 Staff make at least 40 presentations to professional audiences each year.
- 6.3.2 Publish at least 10 articles or book chapters annually.

Key Action 6.4: Participate in Professional Societies and Scientific Organizations

MEASURABLE OUTCOMES

- 6.4.1 At least 75% of staff are members of professional societies.
- 6.4.2 At least 15% of professional staff members participate as professional society committee members.
- 6.4.3 Staff members serve as reviewers for at least three refereed journals, annually.
- 6.4.4 At least three HumRRO staff members serve as leaders (e.g., elected officers, committee chairs) of professional societies.





Corporate Headquarters: 66 Canal Center Plaza, Suite 700, Alexandria, Virginia 22314-1578

phone: 703.549.3611

www.humrro.org