Human Resources Research Organization

# Strategic Plan

2025 — 2029

## OUR MISSION

A nonprofit dedicated to measuring human capabilities and advancing assessment science and practice.

## OUR VISION

To be the premier organization for custom solutions to workforce and education measurement challenges.

## Our Five CORE VALUES

**CLIENT-FOCUSED**

Deliver client-focused solutions through collaboration

**INNOVATION**

Foster a climate that encourages and supports innovation

**QUALITY**

Maintain a high standard of excellence

**ENGAGEMENT**

Ensure employees are engaged and excited

**INTEGRITY**

Adhere to ethical principles and values

Innovative. Responsive. Impactful.

# 01.

## Contribute to Science and Society

### MEASURABLE OUTCOMES

**Key Action 1.1:** Deliver Services and Conduct Research that Benefits Society

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

1.1.2 Disseminate HumRRO services/research and its benefit to society via blog posts, social media, etc.

**Key Action 1.2:** Implement Initiatives to Support Workforce Development

1.2.1 Award the HumRRO Fellowship in Industrial-Organizational Psychology and the HumRRO Fellowship in Educational Measurement and Evaluation annually.

1.2.2 Offer graduate student internships in industrial-organizational (I-O) psychology (PhD and master's level) and educational measurement annually.

**Key Action 1.3:** Disseminate Results and Findings

1.3.1 Collectively, staff make at least 50 presentations to professional audiences each year.

1.3.2 Collectively, staff publish at least 12 articles or book chapters annually.

**Key Action 1.4:** Participate in Professional Societies and Scientific Organizations

1.4.1 At least 15% of staff members participate as professional society committee members.

1.4.2 Staff members serve as reviewers for at least four different refereed journals annually.

1.4.3 At least four HumRRO staff members serve as leaders (e.g., elected officers, committee chairs) of professional societies.

**Key Action 1.5:** Participate in Give-Back Initiatives

1.5.1 Support national or large-scale initiatives consistent with our mission.

# OBJECTIVE
# 02.

Perform High-Quality and Timely Work for Clients

**Key Action 2.1:** Provide Products, Services, and Consultation That Meets Client Needs

2.1.1  At least 95% of our clients agree that our deliverables are high quality.

2.1.2  At least 95% of our clients agree that our deliverables are provided in a timely manner.

2.1.3  At least 95% of our clients agree that our products and services adhere to project requirements.

2.1.4  At least 95% of our clients agree that our products and services were designed so that solutions developed could be effectively implemented, if applicable.

2.1.5  At least 95% of clients agree that we met or exceeded client expectations in the work performed.

2.1.6  At least 95% of clients agree they were satisfied with our products and services.

# OBJECTIVE

# 03.

## Engage in Strategic Business Development



## MEASURABLE OUTCOMES

**Key Action 3.1:** Identify, Shape, and Respond to New Opportunities, Continuing to Diversify Our Client Base

3.1.1 Meet with potential and existing clients to identify needs, share capabilities, and create opportunities.

3.1.2 Track solicitations before release.

3.1.3 Prepare competitive proposals.

3.1.4 Win at least 75% of submitted proposals.

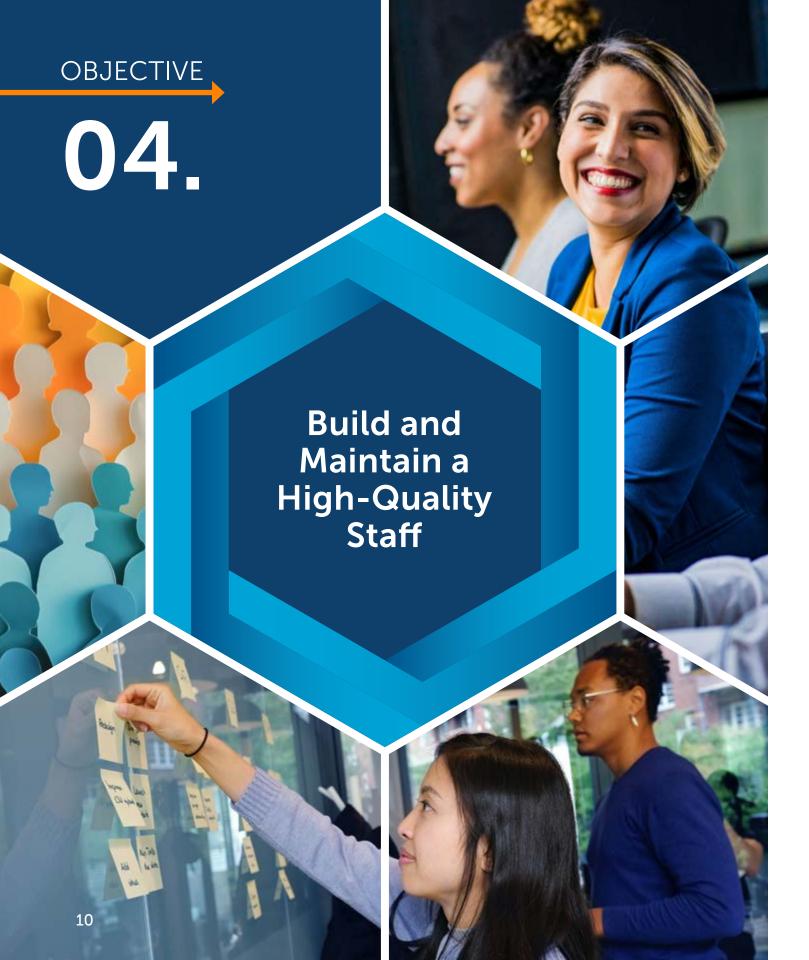**Key Action 3.2:** Implement a Communication and Marketing Plan

3.2.1 Maintain an active presence on social media (e.g., Facebook, X, LinkedIn) by posting at least twice a month.

3.2.2 Maintain a current contact list of clients, potential clients, partners, and potential partners.

3.2.3 Create at least 12 posts on the HumRRO website annually, highlighting our capabilities and expertise.

3.2.4 Identify and leverage appropriate outlets for sharing our capabilities (e.g., websites/publications clients read, conferences clients attend).

3.2.5 Sponsor and attend appropriate conferences and events to network and share HumRRO's capabilities.

**Key Action 3.3:** Generate Sufficient Revenues and Awards to Support Current-Year Activities, Meet Growth Needs, and Maintain Reserves to Provide for Contingencies

3.3.1 Meet or exceed revenue goals set in the annual fiscal year budget.

3.3.2 Generate sufficient awards to sustain business at our budgeted revenue level, plus support anticipated growth.

# 04.

## Build and Maintain a High-Quality Staff

## MEASURABLE OUTCOMES

**Key Action 4.1:** Attract and Recruit a High-Quality Staff

4.1.1 Communicate with graduate students and professional community members to build awareness of HumRRO as an employer of choice.

4.1.2 Publicize information about job openings, adopting strategies to help ensure exposure to qualified and diverse potential job candidates.

4.1.3 Engage in targeted outreach to communities of underrepresented groups.

**Key Action 4.2:** Evaluate and Select Applicants for Expertise and Fit

4.2.1 Maintain a selection process to ensure new hires have the required knowledge and capabilities to perform the job and are a good fit.

4.2.2 Achieve at least an 80% acceptance rate.

**Key Action 4.3:** Retain and Engage a High-Quality Staff

4.3.1 Maintain a competitive employee value proposition, including compensation and benefits.

4.3.2 Monitor employee engagement and concerns and develop courses of action as warranted.

4.3.3 Achieve < 7% regrettable losses.

4.3.4 Host activities designed to maintain and improve engagement and culture.

**Key Action 4.4:** Develop Individual Staff Potential

4.4.1 Provide employees with information on how to manage their careers at HumRRO, including what it takes to develop and/or advance.

4.4.2 Encourage and support staff attendance at professional conferences, courses, seminars, symposia, and workshops to enhance scientific and technical skills and knowledge.

4.4.3 Sponsor at least six sessions annually regarding scientific and technical information that contribute to staff development.

4.4.4 Support staff attendance at leadership, managerial, and other training courses and seminars.

4.4.5 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

# 05.

## Manage and Invest HumRRO's Financial Resources

## MEASURABLE OUTCOMES

**Key Action 5.1:** Achieve Zero Unapproved Project Overruns

5.1.1   Achieve zero unapproved project overruns.

**Key Action 5.2:** Prevent Waste, Fraud, and Abuse

5.2.1   Little or no risk of waste, fraud, or abuse reported to the Board of Trustees by our independent auditors.

5.2.2   No actual incidents of waste, fraud, or abuse.

**Key Action 5.3:** Keep Billings Up-To-Date and Monitor Collection of Receivables

5.3.1   Prepare all billings within 30 days of the end of the month. No more than 10% of receivables are over 90 days old.

**Key Action 5.4:** Invest Reserves Prudently

5.4.1   Maintain and execute a corporate investment plan in conjunction with the Board of Trustees.

5.4.2   Maintain sufficient funds to cover at least 3 months of operating expenses.

5.4.3   Invest excess cash.

# 06.

## Manage Internal Operations

**MEASURABLE OUTCOMES**

**Key Action 6.1:** Ensure That the Staff Has Appropriate Office Facilities, Furniture, and Supplies

6.1.1 Provide a meeting space suitable for conducting HumRRO business, including internal and client meetings. This includes having well-furnished and attractive conference rooms and public areas.

6.1.2 Fulfill office needs in HumRRO facilities, including furniture, supplies, and secure storage areas.

6.1.3 Address facilities and office maintenance needs (e.g., temperature adjustments and repairs).

6.1.4 At least 75% of employees who work in a HumRRO facility agree that they are satisfied with our facilities, furniture, and supplies.

**Key Action 6.2:** Ensure That Business Operations are Supported with Suitable Technology Tools

6.2.1 Provide and support hardware required to perform work.

6.2.2 Provide and support hardware for meeting and other common rooms.

6.2.3 Provide and manage the software tools necessary to meet staff's project and business functional needs.

6.2.4 At least 75% of employees agree that they are satisfied with their technology tools and the help desk.

**Key Action 6.3:** Maintain Cyber Security Posture

6.3.1 Invest in cybersecurity defenses.

6.3.2 Train and educate staff on cybersecurity risks and best practices.

6.3.3 Comply with government and industry IT and cyber security standards and certifications.

## MEASURABLE OUTCOMES

**Key Action 6.4:** Promote Positive Work-Life Quality

6.4.1 Implement methods to promote feelings of inclusion among staff.

6.4.2 Implement methods to promote feelings of cohesiveness among staff.

6.4.3 Offer hybrid and telework options.

6.4.4 Identify quality-of-work-life issues through meetings with staff, organizational climate surveys, and other forums. Evaluate, develop, and implement actions to improve quality-of-work-life.

6.4.5 Educate staff on quality-of-life topics, such as healthy lifestyle choices, stress reduction, and time management strategies.

6.4.6 Monitor and address staff workload.

6.4.7 Coach and mentor staff, particularly early-career employees, on work-life balance, self-management, working in a consulting environment, and other topics to facilitate a healthy work life.

6.4.8 At least 75% of employees agree they are satisfied with the work-life quality.

**Key Action 6.5:** Provide Administrative Support to Meet Internal Client Needs

6.5.1 At least 75% of employees agree they are satisfied or extremely satisfied with the responsiveness and quality of the services they receive in each of the following areas:

a. document editing;

b. document formatting;

c. proposal support;

d. budget development support;

e. contract management support;

f. employee and vendor reimbursement;

g. timesheet processing;

h. paycheck processing;

i. human resources;

j. creative services support;
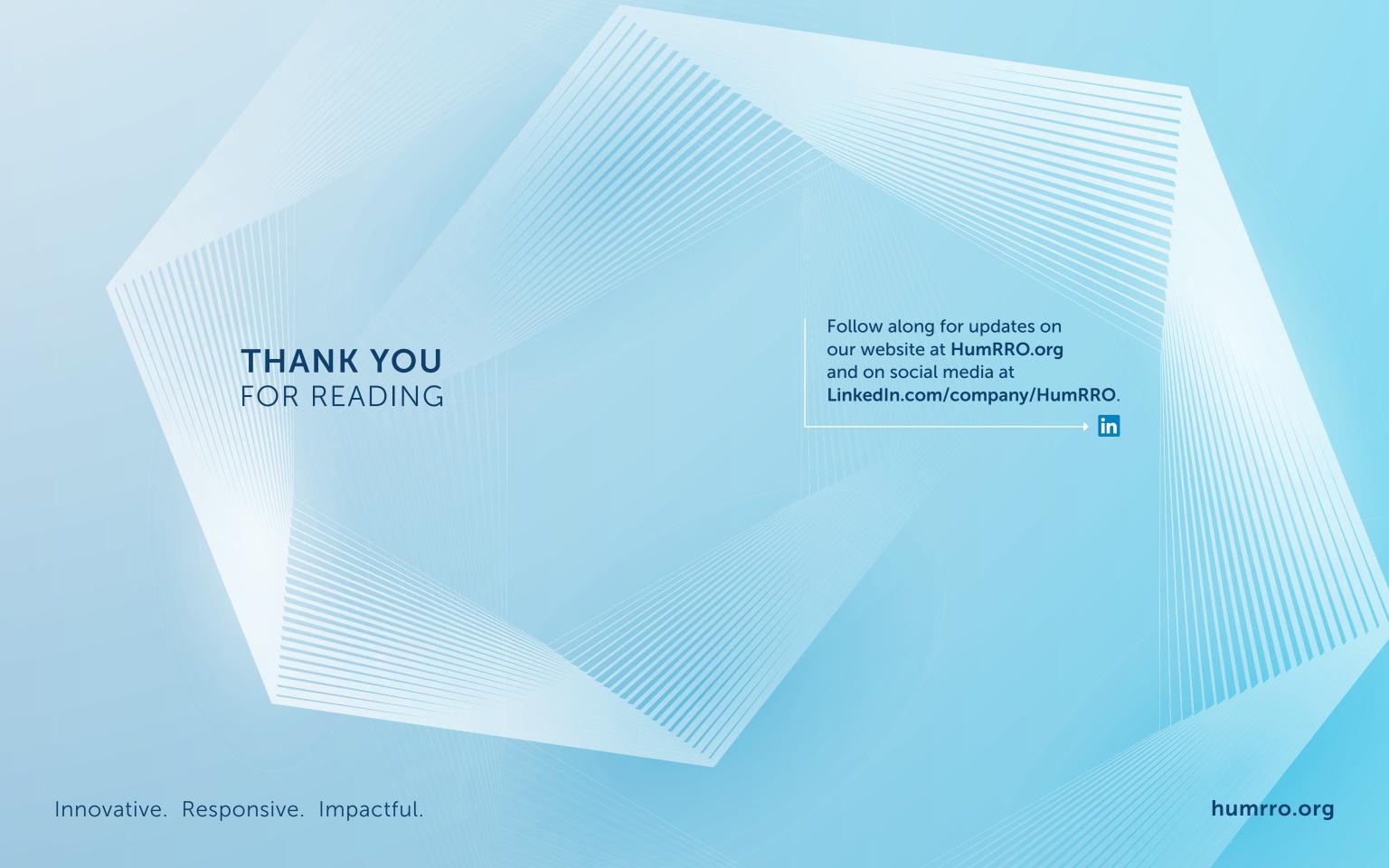
k. copying, printing, and binding;

l. corporate mail delivery and shipping;

m. help desk support;

n. hardware and software procurement;

o. software engineering support;

p. meeting/conference support;

q. information & personnel security support; and

r. facility support.

**Key Action 6.6:** Establish and Monitor Quality Assurance Processes

6.6.1 Manage quality assurance processes for business development activities.

6.6.2 Manage quality assurance processes for research operations.

6.6.3 Manage quality assurance processes for business affairs functions.

6.6.4 Manage quality assurance processes for IT and software functions.

# THANK YOU
## FOR READING

Follow along for updates on our website at **HumRRO.org** and on social media at **LinkedIn.com/company/HumRRO.**

Innovative.  Responsive.  Impactful.

**humrro.org**