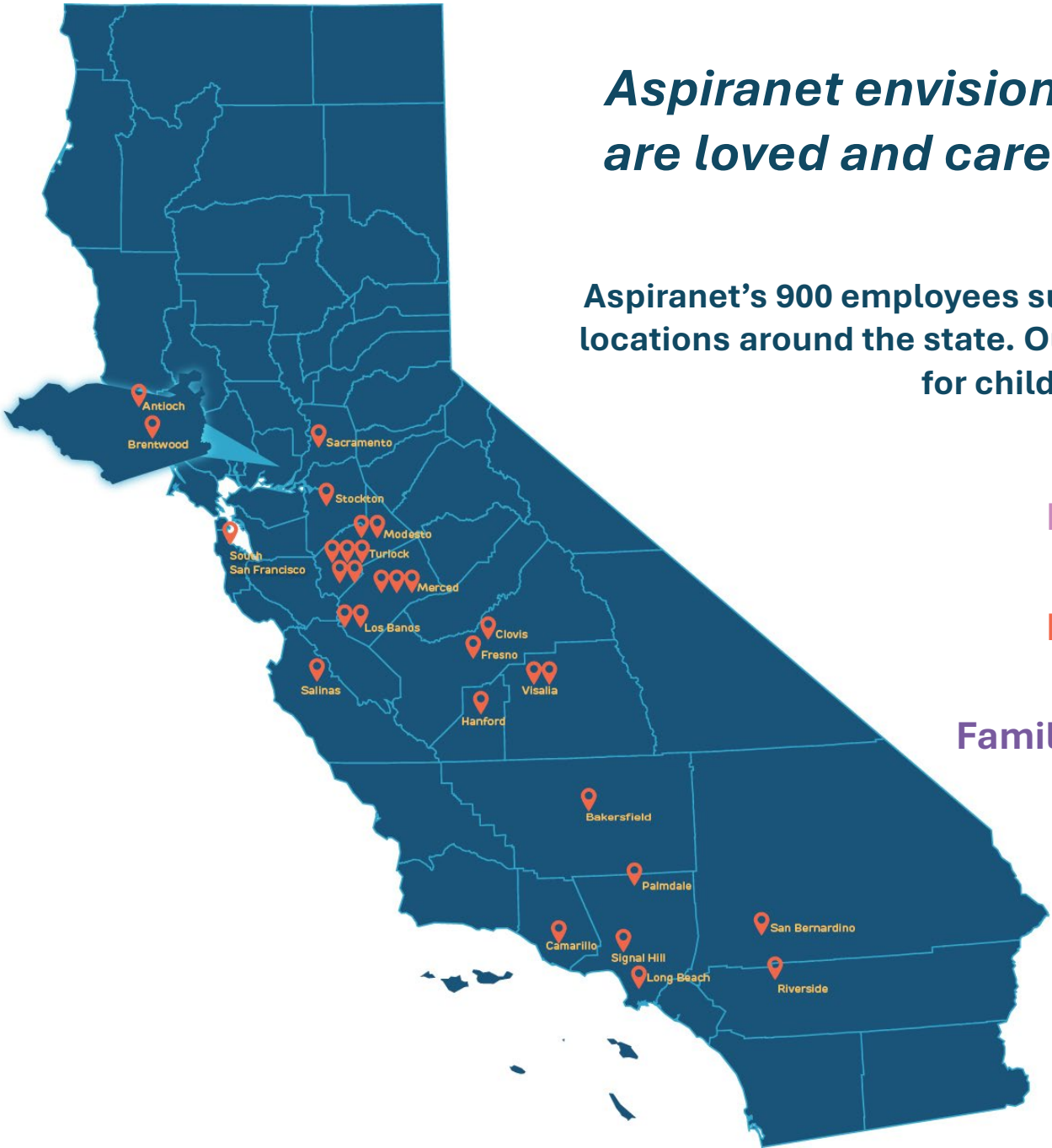


July 17th Presentation



Aspiranet envisions a world in which all children and youth are loved and cared for, and all families have the resources to thrive.

Aspiranet's 900 employees support nearly 30,000 families throughout California from 44 office locations around the state. Our six program divisions provide a unique combination of services for children and youth from birth through adulthood.



Foster Care and Adoption Behavioral Health

Residential Services

Family & Community Services

Intensive Home-Based Services

Transitional Aged Youth Services



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Questions & Answers

2024 BH Strategic Goals

2024 FAM Strategic Goals

2024 IHBS Strategic Goals

2024 RES Strategic Goals

2024 RFA Strategic Goals

2024 TAY Strategic Goals

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+ New

Promote

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2024 TAY: Aspiranet BHRR Strategic Planning

Aspiranet will focus its Strategic Planning this year on **Our People** across all divisions. Aspiranet was awarded a once-in-a-generation grant of nearly \$2.1 million to assess, develop, and implement solutions to strengthen our Human Resources Continuum.

All divisions will contribute to strategies that were established in the grant proposal. All divisions have the opportunity to offer guidance, to inform, and to utilize both internal and external resources that will support our engagement to recruit, support, develop, and retain Aspiranet's most important organizational resource **Our People**.

The Department of Health Care Services



The Department of Health Care Services awarded more than \$23 million in funding to 81 nonprofit, tribal, and county-operated behavioral health providers to expand the state's behavioral health care workforce. The Behavioral Health Recruitment & Retention (**BHRR**) Workforce Development grant program allows behavioral health organizations to build an implementation plan to assist with attracting a diverse workforce that better reflects the needs of the communities they serve; improving workplace culture, benefits, and wellness; and offering educational support, tuition reimbursement, incentives, retention bonuses, flexible schedules, mentorship opportunities, and more to assist individuals with enhancing skillsets and climbing career ladders.

Environmental Scan:

Aspiranet Behavioral Health & Recruitment Grant

Aspiranet has utilized the Environment Scan process as a key component of our established Strategic Planning process. The Environment Scan of the BHRR grant informs staff at the divisional program level of the strategies associated with their division. The CPD and Core Manager led environmental scan of the BHRR Grant prepares staff at the program level to participate in the assessment and implementation of the various divisional strategic goals.

The environmental scan has the following components:

1. Review the BHRR Strategic Plan Guidelines for 2024.
2. Meet your Governance team.
3. Review Aspiranet Agency-Wide Social Justice Survey Results.
4. Review of the existing **Our People** initiatives.
5. Review Social Justice at Aspiranet.
6. Review Social Justice Historical Bias.
7. Review Divisional Social Justice Survey Results.
8. Review Aspiranet Social Justice "Our Why" Graphic.
9. Review Aspiranet Social Justice "Our Why" Foundational Principles.



Review Aspiranet's Organizational Strategic Plan

Click the image to open and download a PDF file.

SharePoint Feedback

Mission
Our mission is to provide children, youth, and families with a foundation of support and services so they can succeed at home, at school, and in their communities.

Vision We envision a world in which all children and youth are loved and cared for and all families have the resources to thrive.

Respect	Integrity	Our Organization	Courage	Hope
Our Interoperability Aspiranet provides a unique continuum of services that intersect to ensure positive outcomes for children, youth, families, and communities.	Our People Aspiranet invests in employee professional development and recognizes the significance of their contribution.	Our Resources Aspiranet reviews, evaluates, and allocates resources that ensure effective growth and sustainability.		Our Message Aspiranet communicates the needs of our clients, the success of our programs, and the importance of our work.

Our Initiatives 2018-2023

Our Strategies 2018-2021	Resource Services Aspiranet recognizes the unique set of children that do not receive services, and make children willing to access services to receive care.	Strengthening Families Aspiranet will improve the functioning families by ensuring and strengthening family relationships, family, youth, and the well-being of families to succeed.	Staff Development Aspiranet will train and develop the skills of employees, direct care, and support staff based on an ability, utilization, and systems model.	Financial Resources Aspiranet will continue to strive to have a more financial and budget stability that help the Agency grow its services and support the operational needs while ensuring to meet technology and systems.	Communications Aspiranet will successfully connect the voice of families and clients to the development and delivery of services.	
	Wellness Assurance - Impact Aspiranet aims to provide support and offer support services in our work to improve the overall wellness for those we serve and our staff.	Measuring Impact Aspiranet will develop and operationalize methods to track outcomes, review, and analyze that responses to assess our outcomes.	Leadership Aspiranet will support and develop leadership of the program, director, and executive level.	Fund Development Aspiranet will develop robust fund development capability that supports a expansion of accessibility and growth.	Engagement Strategy Aspiranet will systematically engage with our stakeholders to ensure we are meeting the needs of our clients.	Social Justice Aspiranet will actively participate in efforts to improve systemic inequalities, services, and outcomes for the most vulnerable that we serve across all states.
	Process Improvement Aspiranet makes a process improvement goal that is to improve process and operational efficiency and effectiveness.	Recruitment - Onboarding - Retention Aspiranet will support the recruitment and retention of employees and ensure a positive work environment.	Recruitment - Onboarding - Retention Aspiranet will support the recruitment and retention of employees and ensure a positive work environment.	Information Technology Aspiranet will continue to invest in the highest quality technology based services in the most cost effective manner.		
	Engagement Aspiranet actively seeks to engage those we serve and our stakeholders to strengthen our mission.					



ASPIRANET AGENCY-WIDE SOCIAL JUSTICE SURVEY RESULTS 2024

Our People

Aspiranet invests in employee professional development and recognizes the significance of their contribution.

OUR PEOPLE STRATEGIC PLAN

[Click this link to view Aspiranet's Strategic Plan 2018-2023](#)



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Achieving the goals of IDEA/Social Justice requires that we first understand how IMPLICIT and EXPLICIT BIASES are hard-wired into our national policies, practices, and systems, and then find ways to intervene within our circle of influence, control, and behaviors so we can interrupt the cycle and restore social justice

HISTORICAL & CONTEXTUAL HARMS

Past and present injustices/exclusions inflicted on people who are perceived to be different

Including...

- + Enslavement
- + Internment
- + U.S. border & immigration policies
- + U.S. colonialism in Latin America & with Indigenous populations
- + Inequalities based on gender & identity
- + Religious persecution

STRUCTURAL INEQUITIES

Uneven distribution of opportunity and choices = disparities that result in poor life outcomes

Inequitable Access to:

- + Safe & affordable housing
- + Quality schools
- + Healthy food options
- + Healthcare
- + Marriage
- + Jobs
- + Childcare
- + Behavioral Health

Disproportionate representation in

- + Poor housing
- + Poverty
- + Poor health (e.g., COVID)
- + Incarceration
- + Child welfare

EXPLICIT BIAS

How we treat people and what gets enshrined in policies, practices, and systems

Racism and discrimination that show up in:

- + School segregation
- + Unfair lending practices
- + Voter suppression
- + Gerrymandering
- + Real estate redlining
- + Police brutality
- + Mandated reporting laws

IMPLICIT BIAS

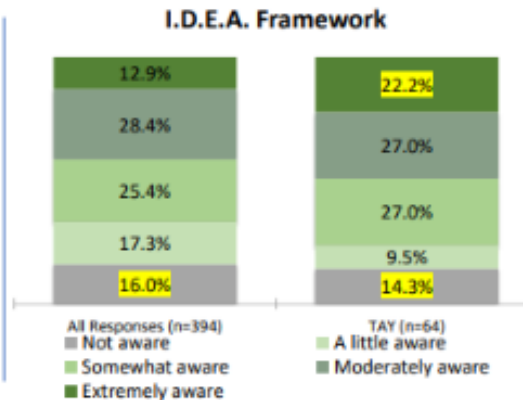
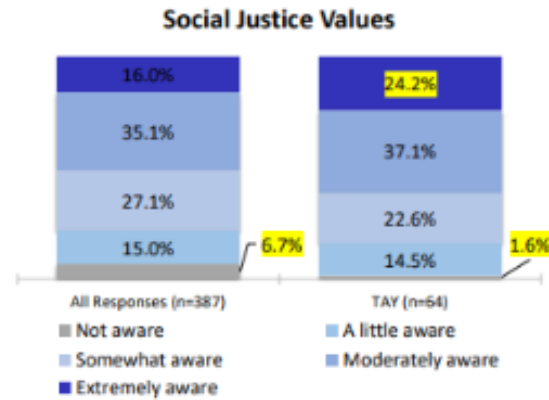
Seeing people through the lens of their inequities and the injustices they experience

Unconsciously judging people based on implicit assumptions and stereotypes we have about:

- + What neighborhood they live in
- + Why they did not finish high school
- + Why they do not have a good job
- + How their children act/are dressed
- + Why they were arrested/in prison
- + Why they were reported and investigated for child abuse
- + How they dress
- + How they walk and talk

2024 Aspiranet Social Justice Survey: Transitional Age Youth[TAY] Division Report

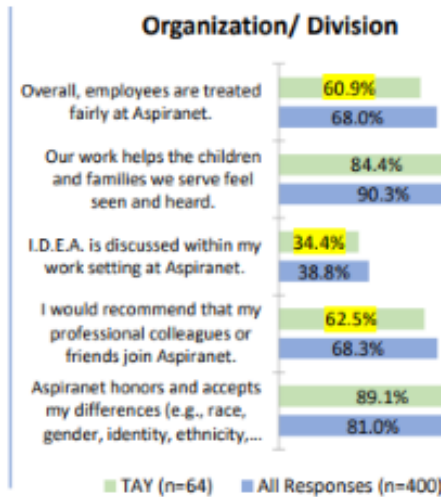
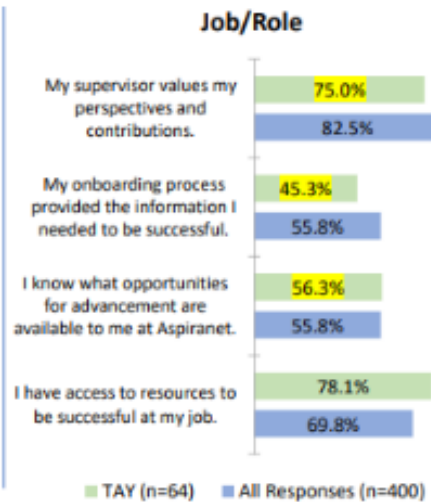
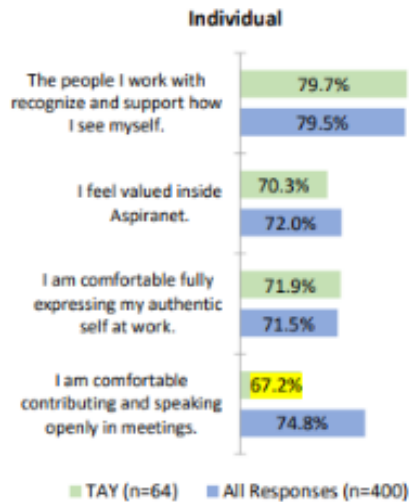
In general, how aware are you of Aspiranet's I.D.E.A. Framework and Social Justice Values?



Social Justice/ I.D.E.A. Awareness Observations

- TAY employees accounted for 16% of all survey responses. Notable differences in TAY responses for the presented questions are highlighted in the observations.
- Few TAY employees were not aware of the Social Justice Values (1.6%) while 14.3% were not aware of the I.D.E.A. Framework
- More TAY employees (24.2%) were "extremely aware" of the Social Justice Values than all Aspiranet respondents (16.0%); with 22.2% reporting extreme familiarity with the I.D.E.A. framework.

Employee Experiences at Aspiranet



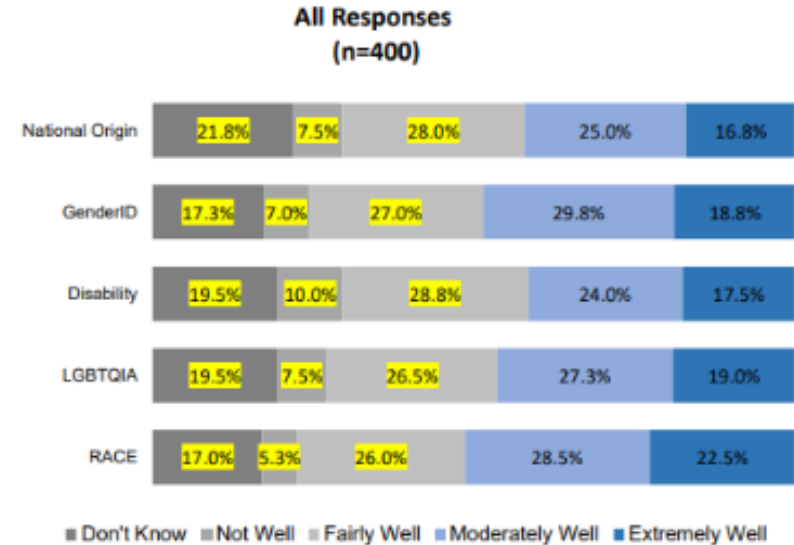
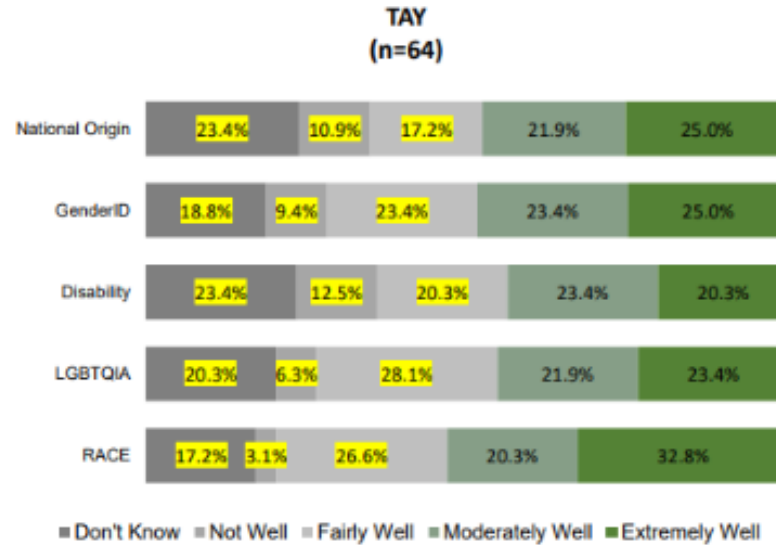
Employee Experience Observations

- TAY employees feel individually valued at Aspiranet with slightly lower levels for feeling comfortable contributing and speaking in meetings (67.2%) than for all survey respondents (74.8%).
- At the job/role level, TAY employees feel valued by their supervisor (75.0%), with room for improvement in onboarding processes (45.3%), and awareness of opportunities for advancement (56.3%).
- At the organization/division level, few TAY employees indicated that they had I.D.E.A. discussions in work settings (34.4%), employees were treated fairly at Aspiranet (60.9%), and recommending that professional colleagues/friends join Aspiranet (62.5%)

I.D.E.A. Topic Observations

- Over half of TAY employees indicated that there was room for improvement* in addressing National Origin (51.5%), Gender Identity (51.5%), LGBTQIA+ (54.7%) and Disability (56.3%).
- Overall, more TAY employees than all respondents felt that Aspiranet was doing "not well" addressing all I.D.E.A. topics except Race.
- For each I.D.E.A. topic, slightly more TAY employees than all survey respondents indicated they "Don't Know" how well Aspiranet is doing in addressing the topic area.
- Open ended responses include several DEI observations as well as concerns about management behaviors, wage disparity, pet abandonment, employee treatment, responsibility, and transparency.

How well does Aspiranet address the following I.D.E.A.- related topics?



*room for improvement = "Don't Know" + "Not Well" + "Fairly Well"

Are there any other I.D.E.A.-related topics we should focus on at Aspiranet? [Open-Ended Responses]

'Power of Management' -- Context: I support RFA/TAY divisions, some mgt. members talk down on lower-level staff, instead of viewing us as equals. OR 'Equality of Job Roles' -- Context: Some staff in all job roles that have been with agency for more than 10yrs. get away with talking in degrading manner to staff and have NO consequences- as it is acceptable

I don't subscribe to DEI. It's backward racism, and I don't feel diversity hires are who I believe should be hired before most qualified.

The wage disparity

Understanding your own privilege, generational trauma, understanding those affected by the criminal justice system

Pet abandonment.

Employee Treatment (not compensating for the amount of work to be completed, expecting field staff to complete management level work, no room for growth/promotional opportunities, etc.) 2. Responsibility 3. Transparency

TAY Behavioral Recruitment-and-Retention (TAY-BHRR) Strategies

- Develop more effective strategies to improve Recruitment-and-Retention and promotion of entry level staff
- Improve on-boarding processes
- Improve application processes
- Active participation in Governance Committee/Charter
- Improve supervision of "peer" staff
- Develop social justice conversations training/post online
- Establish transparent career ladders

Aspiranet’s Social Justice Campaign Team, during March and June, visited eight regional offices presenting Social Justice at Aspiranet for over half the agency’s staff in a full-day interactive training.



CLICK THIS GRAPHIC TO ENLARGE



SOCIAL JUSTICE FOUNDATIONAL PRINCIPLES - "OUR WHY"

	How do we understand and address the needs of our clients and staff?	How do we understand and address the needs of our staff and ourselves?	How do we understand and address the needs of our community and the world?	How do we understand and address the needs of our organization and ourselves?
Intentional Language	How do we understand and address the needs of our clients and staff?	How do we understand and address the needs of our staff and ourselves?	How do we understand and address the needs of our community and the world?	How do we understand and address the needs of our organization and ourselves?
Training and Learning	How do we understand and address the needs of our clients and staff?	How do we understand and address the needs of our staff and ourselves?	How do we understand and address the needs of our community and the world?	How do we understand and address the needs of our organization and ourselves?
Differences Matter	How do we understand and address the needs of our clients and staff?	How do we understand and address the needs of our staff and ourselves?	How do we understand and address the needs of our community and the world?	How do we understand and address the needs of our organization and ourselves?
Practice Vulnerability	How do we understand and address the needs of our clients and staff?	How do we understand and address the needs of our staff and ourselves?	How do we understand and address the needs of our community and the world?	How do we understand and address the needs of our organization and ourselves?
Accountability & Action	How do we understand and address the needs of our clients and staff?	How do we understand and address the needs of our staff and ourselves?	How do we understand and address the needs of our community and the world?	How do we understand and address the needs of our organization and ourselves?

I.D.E.A. SOCIAL JUSTICE FRAMEWORK

Differences Matter

Differences are a strength

- *See our differences as a strength, as a resource, as a basis of sharing.*
- *Clients and staff more supported if we looked from the lens that differences matter.*
- *If all the same, we would be really boring.*
- *[Differences] make us unique, and that's important.*
- *Pot of stew instead of melting pot: Come together without losing our identity.*

Understand others

- *All from different cultures and need to be open minded as a result.*
- *Understand that each person is unique with personal life experiences.*
- *Be open-minded and appreciating differences. Respect for different cultures and traditions and having awareness.*
- *Respect of others culture and coming to them in an honest and curious way to open up conversation.*

Our experiences shape us

- *Experience for foster youth can make or break their success in the program so their background is important to consider.*
- *Acknowledge that unique experiences often result in unique needs.*
- *How people grow up matters because it shows up.*

I.D.E.A./Social Justice Framework

What is I.D.E.A.?	Type	Respect Does the organization/division demonstrate consideration and value for all identities, backgrounds, and experiences?	Recognition Does the organization/division openly acknowledge its commitment to fair treatment and highlight the ideas and contributions of all employees?	Representation Does the organization/division support identifying and removing barriers that might limit expression of diverse ideas, opinions, and approaches?
<p><u>Inclusion Features:</u></p> <ul style="list-style-type: none"> - Authentic acceptance & mutual respect - Authentic engagement & participation by all - Fostering a sense of belonging <p><u>Diversity Features:</u></p> <ul style="list-style-type: none"> - Embracing & valuing differences - Listening & responding to multiple voices - Engaging multiple abilities & skills <p><u>Equity Features</u></p> <ul style="list-style-type: none"> - Fair & just treatment - Equal access to available resources and support - Level playing field so <u>all</u> can participate. <p><u>Access Features:</u></p> <ul style="list-style-type: none"> - Providing equal access to opportunities - Making accommodations for various abilities - Recognizing & removing barriers 	Person	Do I feel individually valued?	Am I being acknowledged for my unique identity and contributions?	Am I being included? Do I feel like I belong?
	<p style="text-align: center;">In what ways is the organization demonstrating that it values and benefits from my individual voice, experiences, abilities, and ideas?</p>			
	Role	Is my job/position and my performance in that role valued?	Is my role and work acknowledged for contributing to the organization's overall goals and objectives?	Are others in my role being sought out and included out for projects, activities, discussions, and decisions?
	<p style="text-align: center;">In what ways is the organization demonstrating that it values and benefits from the voices, experiences, abilities, and ideas of those serving in various roles at all levels of the organization?</p>			
	Organization/ Division	Does the organization/division demonstrate consideration and value for <u>all</u> diverse identities, backgrounds, and experiences?	Does the organization/ division openly acknowledge its commitment to fair treatment and highlight the ideas and contributions of <u>all</u> employees?	Does the organization/ division support identifying and removing barriers that limit the expression of diverse ideas, opinions, and approaches?
	<p style="text-align: center;">In what ways is the organization demonstrating that its policies and practices value and are incorporating the voices, experiences, abilities, and ideas of people from various backgrounds?</p>			

Facilitation Guide:

How Divisions Can Use the Social Justice-I.D.E.A. Framework - Strategic Planning Tool

Two principles -why we are doing this work at Aspiranet:

•To be fully responsive to the implementation of I.D.E.A. and social justice, we at Aspiranet have a fundamental obligation to address issues around people being seen and heard, and to operate as an organization that feels responsible for respecting, recognizing, and representing its people’s voices, identities, experiences, abilities and backgrounds.

We also have a fundamental obligation to establish norms for how people inside the organization connect, interact, and communicate across differences, creating conditions of trust and safety, opening up space for everyone to feel they are being seen and heard (that they are respected, recognized and represented -which is fundamental to social justice)

Getting Started

The theme for Aspiranet’s Strategic Plan for 2024-2025 is “Our People.” That Plan is currently focused on implementing the Recruitment and Retention Goals and Strategies in our BHRR Grant.

Today, we are convening to talk about how our organizational commitment to I.D.E.A and Social Justice can help Aspiranet support the Recruitment and Retention Strategies in our BHRR Grant. The goal of this session with Divisional staff is to capture their input on the following questions and use their input to incorporate into the Division’s Strategic Planning – using the Social Justice-I.D.E.A. Framework - Strategic Planning Tool

What is I.D.E.A.?	How do you understand and describe the lived experiences of all voices, backgrounds, and identities?	How do you understand and describe the lived experiences of all voices, backgrounds, and identities?	How do you understand and describe the lived experiences of all voices, backgrounds, and identities?
Individuals: - Acknowledging and respecting the unique experiences of all individuals - Ensuring that all voices are heard and valued	Values: - How do you understand and describe the lived experiences of all voices, backgrounds, and identities?		
Discussions: - Ensuring that all voices are heard and valued - Ensuring that all voices are heard and valued	Tools: - How do you understand and describe the lived experiences of all voices, backgrounds, and identities?		
Results: - How do you understand and describe the lived experiences of all voices, backgrounds, and identities?	Responsibility/Strategies: - How do you understand and describe the lived experiences of all voices, backgrounds, and identities?		

I.D.E.A./SOCIAL JUSTICE STRATEGIC PLANNING FRAMEWORK



I.D.E.A./Social Justice Framework

What is I.D.E.A.?	Type	Respect Does the organization/division demonstrate consideration and value for all identities, backgrounds, and experiences?	Recognition Does the organization/division openly acknowledge its commitment to fair treatment and highlight the ideas and contributions of all employees?	Representation Does the organization/division support identifying and removing barriers that might limit expression of diverse ideas, opinions, and approaches?
<p><u>I</u>nclusion Features:</p> <ul style="list-style-type: none"> - Authentic acceptance & mutual respect - Authentic engagement & participation by all - Fostering a sense of belonging <p><u>D</u>iversity Features:</p> <ul style="list-style-type: none"> - Embracing & valuing differences - Listening & responding to multiple voices - Engaging multiple abilities & skills <p><u>E</u>quity Features</p> <ul style="list-style-type: none"> - Fair & just treatment - Equal access to available resources and support - Level playing field so <u>all</u> can participate. <p><u>A</u>ccess Features:</p> <ul style="list-style-type: none"> - Providing equal access to opportunities - Making accommodations for various abilities - Recognizing & removing barriers 	Person			
	<p>In what ways is the organization demonstrating that it values and benefits from my individual voice, experiences, abilities, and ideas?</p>			
	Role			
	<p>In what ways is the organization demonstrating that it values and benefits from the voices, experiences, abilities, and ideas of those serving in various roles at all levels of the organization?</p>			
	Organization/ Division			
	<p>In what ways is the organization demonstrating that its policies and practices value and are incorporating the voices, experiences, abilities, and ideas of people from various backgrounds?</p>			

Review Divisional Strategy Update & Timelines

The Strategic Planning process in which your division and county-based locations will engage this year will support the BHRR grant Aspiranet has received. Your Governance Team and the Senior Leadership Team (SET) have supplied a series of strategic planning discussion points for you to consider. These strategic goals have been divided into four (4) categories, as detailed below. **Please complete ALL parts of the strategic goal questions/discussion points.**

Details on capturing and editing your responses are described at the bottom of this page.

Recruitment

The divisional and county-based location goals you are being asked to discuss in this section are related to **how Aspiranet engages in the process of recruiting new staff**. Over the past four years, Aspiranet has been dedicating effort and resources to this process. The recruitment of qualified, passionate staff not only allows us to provide the highest level of care to our clients, but helps ensure that all programs and facilities are fully staffed. Each division will be tackling a unique set of questions/goals. Click the "RECRUITMENT DIVISIONAL GOALS" link on the right for more details about your division's specific questions/goals.

Retention

The divisional and county-based location goals you are being asked to discuss in this section are related to **how Aspiranet retains existing staff**. In addition to engaging in a robust recruitment effort, Aspiranet has also been focusing on the retention and career growth of current staff. Each division will be tackling a unique set of questions/goals. Click the "RETENTION DIVISIONAL GOALS" link on the right for more details about your division's specific questions/goals.



I.D.E.A.

The divisional and county-based location goals you are being asked to discuss in this section relate to **how Aspiranet incorporates the I.D.E.A. framework into its recruitment and retention process**. As detailed in the I.D.E.A. Framework section and associated materials above, the core concepts of Inclusion, Diversity, Equity, and Access should be at the forefront of every decision we make and a key part of every interaction. This framework is vital when engaging with the diverse needs and backgrounds of staff. Your division's unique perspective will inform your set of questions/goals. Click the "I.D.E.A./SOCIAL JUSTICE DIVISIONAL GOALS" link on the right for more details about your division's specific questions/goals.

Governance

The divisional and county-based location goals you are being asked to discuss in this section are related to **how Aspiranet reports to the BHRR on the Recruitment and Retention strategic goals you are creating**. What are the metrics being used to measure success? Your division's unique perspective will inform your set of questions/goals. Click the "GOVERNANCE DIVISIONAL GOALS" link on the right for more details about your division's specific questions/goals.



TAY BHRR STRATEGY UPDATE & TIMELINES

TAY Recruitment Goal #1:				
Aspiranet TAY Division will discontinue ineffective recruitment strategies and increase the use of effective strategies based on a comprehensive analysis.				
Quarter/Goal	Due	Action Steps	Responsible Parties	Deliverables
<p>Q2</p> <p>By 12/31/23, Aspiranet TAY Division will engage a workforce development content expert to inventory the Division's recruitment methods and analyze the costs and benefits associated with each recruitment method as measured by the contract between Aspiranet and the content expert/firm.</p> <p>NOTES: Revised goal to be completed by internal staff. Internal staff with expertise are in place.</p>	<p>12/31/23</p> <p>Completed</p> <p>12/31/23</p>	<ol style="list-style-type: none"> Core team will identify short list of potential experts on the topic Core team and division leadership will select consultant; CEO will sign consulting contact with selected expert 	<ol style="list-style-type: none"> Core team Core team and division leadership; Vernon Brown 	<ol style="list-style-type: none"> Copy of short list of potential experts on the topic Identification of selected consultant Signed consulting contact with selected expert
<p>Q4</p> <p>By 6/30/24, Aspiranet TAY Division's internal content expert will provide a report of their findings related to costs and benefits associated with each recruitment method as measured by the internal content expert's final report.</p> <p>NOTES: Similar to goal for another division. Need to link the two divisions together to accomplish both goals at once and need to have internal staff complete this assessment.</p>	<p>6/30/24</p> <p>In Progress</p>	<ol style="list-style-type: none"> Internal Content expert will complete cost/benefit analysis of divisions recruiting methods Internal Content expert will provide report of findings, and recommendations for improvements Agency leadership approves final recommendations with/without modifications. 	<ol style="list-style-type: none"> Internal Content expert in collaboration with Division Governance Committee Internal Content expert in collaboration with Division Governance Committee Agency leadership 	<ol style="list-style-type: none"> Content expert's audit results Content expert's final report and recommendations Approved final recommendations
<p>Q6</p> <p>By 12/31/24, Aspiranet TAY Division will discontinue ineffective recruitment strategies and increase the use of effective strategies based on the recommendations of the content expert's report as measured by documentation of changes in recruitment strategies.</p> <p>NOTES:</p>	<p>12/31/24</p>	<ol style="list-style-type: none"> Core Team and Division leadership review recommendations provided by the internal content expert and create list of priorities for implementation. CEO reviews recommendations, makes final decisions Division and HR leadership will implement at least one approved recommendation 	<ol style="list-style-type: none"> Core Team and Division leadership CEO - Vernon Brown Division and HR leadership 	<ol style="list-style-type: none"> Meeting minutes. List of recommendations accepted/developed by division leadership Finalized list from CEO Evidence of strategy implementation
<p>Stretch Goal:</p> <p>Complete cost benefit analysis of decreased recruitment expenses which lead to more efficient recruitment efforts and improved retention will justify salary adjustments across the organization.</p>				
<p>Sustainability Plan:</p> <p>Methods to analyze costs and benefits of recruitment methods for peer staff will be replicated annually and expanded to other divisions within Aspiranet by TAY Division recruiters, supervisors, and leadership staff becoming trainers and coaches in this category (i.e., internal experts).</p>				



TAY Recruitment Goal #2:

Create an effective, efficient, and engaging onboarding process focused on peer and other entry level staff.

Quarter/Goal	Due	Action Steps	Responsible Parties	Deliverables
<p>Q2 By 12/31/23, Aspiranet TAY Division will engage a workforce development content expert to assist the Division in creating an effective, efficient, and engaging onboarding process focused on peer and other entry-level staff, as measured by the contract between Aspiranet and the content expert/firm.</p> <p>NOTES:</p>	<p>12/31/23 Completed 1/23/24</p>	<ol style="list-style-type: none"> Core team will identify short list of potential experts on the topic Core team and division leadership will select consultant; CEO will sign consulting contact with selected expert 	<ol style="list-style-type: none"> Core team Core team and division leadership; Vernon Brown 	<ol style="list-style-type: none"> Copy of short list of potential experts on the topic Identification of selected consultant; Signed consulting contact with selected expert
<p>Q4 By 6/30/24, Aspiranet TAY Division's workforce development content expert will provide a report of their findings related to recommended onboarding processes focused on peer and other entry-level staff, as measured by the content expert's final report.</p> <p>NOTES: Nonprofit HR is currently updating the draft onboarding "playbook" based on feedback from the core team.</p>	<p>6/30/24 In Progress</p>	<ol style="list-style-type: none"> Content expert will complete analysis of current and best practice onboarding processes Content expert will provide report of findings, and recommendations for improvements Agency leadership approves final recommendations with/without modifications. 	<ol style="list-style-type: none"> Content expert in coordination with division governance committee Content expert in coordination with division governance committee Agency leadership 	<ol style="list-style-type: none"> Content expert's audit results Content expert's final report and recommendations Approved final recommendations
<p>Q6 By 12/31/24, Aspiranet TAY Division will implement the primary onboarding processes included in the content expert's report with all new staff, as measured by HR documentation and individual onboarding checklists within the Division.</p> <p>NOTES:</p>	<p>12/31/24</p>	<ol style="list-style-type: none"> Core Team and Division leadership review recommendations provided by the content expert and create list of priorities for implementation. CEO reviews recommendations, makes final decisions Division and HR leadership will implement at least one approved recommendation 	<ol style="list-style-type: none"> Core Team and Division governance committee CEO - Vernon Brown Division and HR leadership 	<ol style="list-style-type: none"> Meeting minutes. List of recommendations accepted/developed by division leadership Finalized list from CEO Evidence of strategy implementation

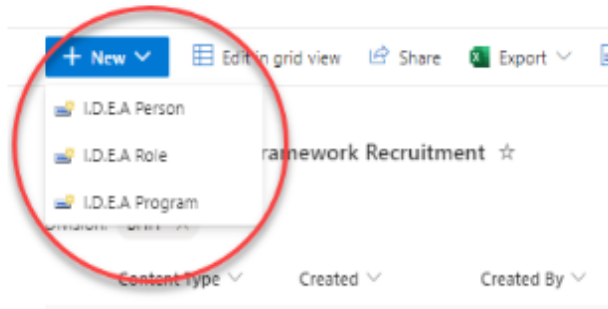
Stretch Goal:

"Addendums" to the onboarding process will be completed as appropriate for each job class and/or program.

Sustainability Plan:

Staff will be interviewed 6 months after completing the onboarding process to determine what elements of the process need to be enhanced and which need to be decreased. The new model will be expanded to other divisions within the organization.

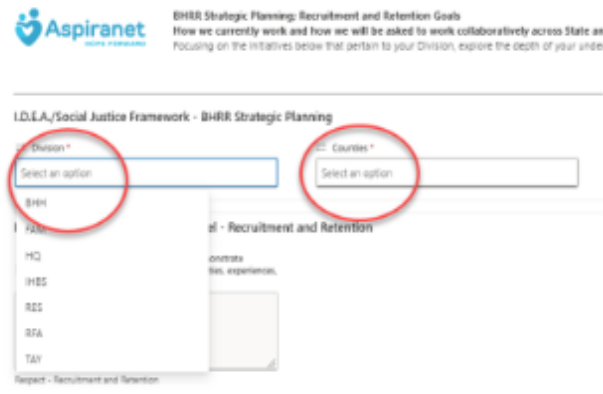
Step-by-Step Guide for CREATING Strategic Planning I.D.E.A Framework Data



Step One

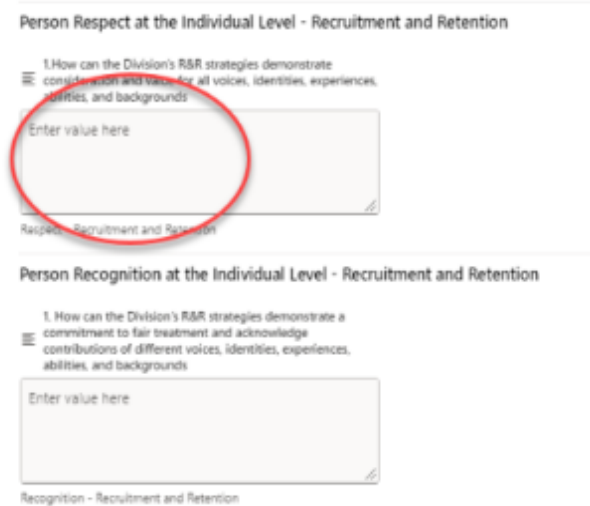
[Click this link](#) to begin creating an entry. You will be taken to a list (pictured above.) You will be completing three (3) individual sections related illustrated in the I.D.E.A. and Social Justice Framework document. You will repeat this process for all three (3) entries.

To create an entry, click the "NEW" button at the top of the list and select which of the three entries you wish to create.



Step Two

Select your DIVISION and COUNTY (or use CORE for a divisional framework document).



Step Three

Answer EACH of the questions presented by clicking inside the gray box that reads "ENTER TEXT HERE." Use the "SAVE" icon at the top of the form to save your progress.

NOTE: The form DOES NOT save data automatically. You **MUST SAVE** your work.

Thank you

