

A Strategic Human Resource Management Plan for Friends of the Earth International

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Mission and Vision

Friends of the Earth (FOE) is an environmental advocacy organization that has many branches throughout the globe. They have an international organization, Friends of the Earth International (FOEI) with around 70 regional or specific country branches (Friends of the Earth International, n.d., Member groups). The branch in the United States organizes its mission and vision slightly different than the international organization but share themes across. The U.S. branch does not have a specific mission and vision stated on its website like the international organization does. The vision for the international organization is to have “a peaceful and sustainable world based on societies living in harmony with nature” (Friends of the Earth International, n.d., Homepage). This vision flows down into the U.S. branch but allows it to focus on stated issues important to Americans while still aligning with a larger vision. The FOE U.S. mission is to “defend the environment and champion a healthier and just world” (GuideStar, 2023). FOE U.S. has a lofty mission but simplifies its objectives into six different issues and actions it takes to accomplish these issues.

The six issues the organization is focusing on now are climate and energy justice, democracy, financial and economic systems, food and agriculture, forests, and oceans (Friends of the Earth, n.d., Homepage). By doing this the organization can focus its advocacy efforts and give staff a clear outline of what environmental concerns it is currently giving attention to. They also establish specific actions they are undergoing to address these issues. Actions include stopping catastrophic climate change, protecting the world’s oceans, ending rainforest destruction, promote clean energy solutions, developing sustainable food systems, and defending the Environmental Protection Agency (EPA) (Friends of the Earth, n.d., Learn more about us). Their guiding principles, which strongly align with the missions of both the FOE and FOEI, further solidify their beliefs and purpose. They want to be a “bold and fearless voice” for the issues they are working on, they want to “[fight] for systemic transformation” rather than superficial reforms, and they want to make sure to “[build] long-term power” (Friends of the Earth, n.d., Learn more about us).

The organization has been in the environmental advocacy space since 1971 (Friends of the Earth International, n.d., Our history). They have had influence on several environmental policies like the Oil Spill Pollution Act of 1990, California’s Clean Cars Law, and have fought against both the Atlantic Coast and Keystone XL pipelines (GuideStar, 2023). Having a rich history of creating change on the issues the organization has focused on reinforces the need to hire well and instill good human resource (HR) practices. Having a large list of issues, finding employees with expertise in every field can be hard. FOE thus looks to hire some general administrative staff who work in roles like finance, planning, grant writing, and communications but they also hire experts in the fields they are actively working in. Looking at their current team structure, FOE needs to hire someone with experience in agriculture advocacy specifically to align with their efforts around factory farming.

Recruitment Plan

Background

The Government and Political Affairs department is seeking a Senior Factory Farming Campaign Associate to fill a recent vacancy. The objective is to identify and place the ideal candidate before Congress returns from their August recess and implement a comprehensive and tailored recruitment strategy. To accomplish this task, FOE will institute a three-phase approach to strategically identify and attain the most qualified applicant for the position.

Timeline

A truncated timeline will be incorporated to meet Congress' Sept. 9 return to Washington (United States Senate, 2023). Phase 1 begins upon notice of the vacancy and ends no later than (NLT) July 1 with the job announcement's finalization. Phase 2 begins when the job announcement is released and ends NLT July 29 when the Search Committee provides the shortlist of applicants to the Hiring Committee. Phase 3 begins upon receipt of the shortlist and ends NLT Sept. 9 when Congress returns to Washington.

Phase 1: Prepare

This phase begins with identifying the need to fill a vacant position. During this phase, laying the groundwork for a successful recruitment strategy is crucial. The position must be clearly defined, which involves articulating the specific knowledge, skills, and abilities required for effective role execution. The more precise this information is, the more likely candidates with the necessary traits for success will be attracted (Berman et al., 2022).

Next, thorough research is essential. This includes identifying trends in availability, salaries, and education levels through a labor market survey (Berman et al., 2022). This will provide insight into what FOE must offer regarding compensation and benefits to remain competitive and ascertain what qualifies a candidate as our top choice. Upon completion, the HR team will develop a Job Posting that meets the essential elements of a Job Announcement, including organization affiliation, salary range, job duties and responsibilities, minimum qualifications, and application procedures (Berman et al., 2022). The announcement will act as a series of questions to allow candidates to self-screen before applying for the position (Kimball, 2017). The Search Committee will review the announcement for accuracy and currency and submit it for legal review before publication.

Then, we must identify available resources (time and money) to accomplish the task. Based on the labor market survey, 20 percent of the first-year salary will be allotted to external agencies to aid in hiring. Given our time constraints, we will implement an expedited but fair timeline to hold stakeholders accountable and ensure transparency.

Lastly, the Senior Human Resources Manager will form a Search and Selection Committee. The Search Committee will consist of two HR personnel, the Deputy Policy Director, and the Senior Human Resources Manager. The Search Committee will implement Phases 1 and 2 of the Recruiting Plan, develop additional screening criteria, and generate a shortlist of interview finalists. The Selection Committee will consist of the Policy Director, the

Government and Political Affairs Director, and the Senior Human Resources Manager. The Selection Committee is responsible for Phase 3 of the Recruiting Plan, which includes generating questions, conducting interviews, and selecting and hiring a candidate. The Senior Human Resources Manager will remain flexible and work with committee members to identify meeting times that are conscious of professional obligations and support the agreed-upon hiring timeline.

Phase 2: Search

Phase 2 begins with the publication of the job advertisement. To maximize our reach and attract a diverse and qualified pool of applicants, we must leverage both active and passive approaches to recruitment. The Search Committee will select a competitive headhunter or recruitment agency specializing in policy to engage external candidates actively. This includes using professional networks and industry-specific job boards (Berman et al., 2022). Passively, the HR Department will post to the company's webpage and attach flyers in communal areas to encourage internal candidates to apply.

Though we value the diversity and new experiences external hires provide, internal candidates are encouraged to apply (Kimball, 2017). Internal candidates will be held to the same standards and timelines as those outside of the organization, however.

The Selection Committee will familiarize themselves with and adhere to the Uniform Guidelines on Employee Selection Process (UGESP) throughout the process to ensure compliance with the Civil Rights Act of 1964 (Kimball, 2017). These steps will include:

1. Application collection and review: External applications will be directed to and collected by the headhunter firm selected for the process. Applications will be reviewed, and the top 20 applications will be submitted to the HR Department for further screening.
2. Preliminary Screening: The HR Department will consolidate all internal and top 20 external applications. To streamline the process, pre-screening tools, or software to evaluate candidate applications against critical criteria determined by the Search Committee will be utilized. This reduces the pool of applicants the HR team must evaluate, cutting down on person hours and allowing for a more thorough review. The Search Committee will then review all remaining applications and generate a shortlist of top candidates to move on to the next phase.
3. Organize Interviews for Shortlisted Candidates: The Senior HR Manager will work with the Selection Committee to identify the window of time to support a thorough and inclusive interview process for those shortlisted candidates. Opportunities for virtual and in-person interviews will be made available and communicated to applicants to promote ease of access and allow geographically dispersed candidates to compete.
4. Detailed background checks of references, criminal history, and web searches: The HR Department will organize background checks on the top three candidates to ensure they meet the moral and ethical image the company expects of employees.
5. Position offered to the selected candidate: The top candidate will be extended an offer of employment. If accepted, the recruiting process ends, and the applicant will begin onboarding. If declined, the Hiring team will continue in rank order until a candidate accepts the position. All candidates not accepted will be contacted by the Senior HR Manager and appropriately debriefed on the decision to maintain positive relations and demonstrate appreciation for their consideration. All records will be maintained should a qualifying position become available.

Phase 3: Select

Phase 3 continues the UGESP and involves leveraging a Selection Committee to conduct in-person and virtual interviews over five days. The goal is to determine the best candidate for the position based on qualifications, experience, and alignment with our work culture within an acceptable amount of time to facilitate the onboarding process within the predetermined timeline (Berman et al., 2022).

Each member of the Selection Committee will submit a list of three questions they intend to ask during the interviews based on their area of expertise. The Senior HR Manager must approve these questions to ensure they are appropriate and relevant to the selection process. These questions will be standardized and asked of each candidate without exception. Once the interview begins, candidates will be given a realistic job preview to ensure they understand the duties and responsibilities of the position they are applying for (Kimball, 2017). The Selection Committee will then pose their prescreened questions to the candidates and evaluate their responses based on merit, character fit, and organizational fit using a rating scale from 1 to 5 (Berman et al., 2022). Aside from the questions, the committee should consider individual experience, diversity, and communication skills. Once all candidates have been interviewed, the total scores will be tallied to rank candidates from best to worst.

The Senior HR Manager will formally offer the position to the top candidate via telephone call. Once accepted, a formal email including the employment contract, benefits package information, and onboarding process will be forwarded.

Internal Job Description:

Job Summary

Under general supervision, this person works in the office of the government and political affairs director at FOE (Moger, n.d.). This individual is responsible for internal communication including drafting meeting agendas for the Government and Political Affairs team and training new team members on best lobbyist practices; in addition to external tasks including lobbying the Senate Committee on Agriculture, Nutrition & Forestry and House Committee on Agriculture on behalf of FOE's policy goals for the upcoming Farm Bill. The individual is also tasked with completing all other administrative and policy tasks as assigned by the Government and Political Affairs Director.

Essential Functions

Drafts meeting agendas for the FOE Government and Political Affairs team's standing bi-weekly check-in; conducts two training sessions for every additional lobbyist hired both on general best practices and specific techniques concerning the lobbyist's specialized issue area (e.g., factory farming); drafts campaign scripts for conversations with federal and state legislative staff on upcoming legislation; publishes a bi-weekly newsletter with a list of upcoming environmental and agricultural legislation the U.S. Congress and state legislatures are considering; lobbies the Senate Committee on Agriculture, Nutrition & Forestry and House Committee on Agriculture for the upcoming Farm Bill on behalf of FOE's agricultural policy goals. Effective communication and organizational skills are essential for this critical function.

Physical and Environmental Standards Required to Perform Essential Functions

Interested applicants must be able to draft two-to-three internal documents on a bi-weekly basis including typing 50 WPM, copy that is free of grammatical and spelling errors, and meet the internal FOE template requirements; may need to travel to a state Capitol to be determined once per quarter to meet with policy stakeholders and legislative staff on an environmental bill being voted on. Employee will purchase flight or train tickets and make hotel reservations with their personal credit card and file an expense report with Ramp no more than 90 days (about three months) after booking travel arrangements; must have seeing and hearing abilities sufficient to attend meetings with legislators, take copious notes on their priorities and policy leanings, and summarize results in a one-page memo sent to the government and political affairs director.

Maximum Requirements and Qualifications

Bachelor's degree from an accredited four-year institution and four years' experience in lobbying and public affairs; degree in business management, English, environmental studies, or political science strongly preferred. Must enjoy having conversations with a variety of internal and external stakeholders. The senior factory farming campaign associate is a demanding role that will sometimes-if-not-frequently require meeting multiple deadlines in a single day, with work quality that is ready to be submitted for publication.

Job Posting

Senior Factory Farming Campaign Associate

Friends of the Earth (FOE) is seeking a Senior Factory Farming Campaign Associate.

The hiring process for the Senior Factory Farming Campaign Associate is intensive and multi-step. If you are not thrilled about long nights and weekend work while Congress is in session, then this position is not for you. You will, however, work with an intelligent, engaging group of people – and employees are evaluated for promotions and salary increases annually in April. As a Senior Factory Farming Campaign Associate, you will have the opportunity to sharpen your writing skills, mentor younger members of the government and political affairs team, and lobby members of Congress on key relevant legislation including the Farm Bill.

Interested applicants should submit a resume, cover letter, and two writing samples at the Lever [link](#). A bachelor's degree from an accredited four-year institution and four years' work experience in lobbying and public affairs is required for this position. A degree in business management, English, environmental studies, or political science is strongly preferred. This position is based in Washington, D.C. with three days of office work per week required. Quarterly travel to a state Capitol to be determined to meet with policy stakeholders and legislative staff on an environmental bill being considered may be required.

Senior Factory Farming Campaign Associate: Washington, D.C.

Please consider joining FOE's Government and Political Affairs team to play a key role in crafting and shaping critical environmental and agricultural legislation being considered across the U.S.

This policy-focused, high-demand role offers:

- Monthly mentorship training sessions provided by the Government and Political Affairs Director
- Shadowing policy meetings between the Government and Political Affairs Director and senior members of the Senate Committee on Agriculture, Nutrition & Forestry and House Committee on Agriculture
- Working on the world's largest grassroots environmental network to ensure FOE's policy goals are incorporated into relevant legislation (Friends of the Earth International, n.d., Member groups)
- Full-time work with a high salary and benefits

Any offer of employment is conditional upon the successful completion of a reference check, with three professional contacts to be provided by the applicant.

The application portal is open until 11:59 p.m. PT on July 8 or upon receipt of 100 applications. Please do not call or email to follow up on the status of your application upon submitting initial materials.

Job Analysis

By evaluating employees for annual salary increases and job promotions in April, FOE maintains its status as a competitive organization that will not risk losing talented employees to comparable nonprofits. Direct supervisors will conduct the job appraisals, and executive leadership will approve the promotions. Employees initially paying for transportation to Capitol Hill (e.g., an Uber, the D.C. Metro) is one cost to consider. The Financial Operations Department will reimburse this cost, however, ensuring that FOE's priorities are represented in legislation including the Farm Bill, relating to the organization's goal of developing sustainable food systems. Finally, conducting a background check with three professional references is an additional cost worth considering, given FOE will contract an outside firm to do this. The cost is worthwhile, however, as the check ensures FOE is hiring the individual who they claim to be, and the most qualified person for the position based on the information presented. All these cost and time considerations are designed to ensure that FOE hires the best candidate for the senior factory farming campaign associate opening (D. Bredenkamp, personal communication, June 25, 2024).

Comprehensive Incentive Structure

Being a nonprofit that relies heavily on grants and donations, large salaries are never really in the recruitment or retention strategy for FOE. Being based in D.C., setting up a

competitive pay and benefit package can be a tough situation (GuideStar, 2023). To account for the higher living expenses, we propose a cost-of-living adjustment (COLA) of 20% for this full-time position because it is in Washington, D.C. compared to a similar remote-only position (RentCafe, n.d.). Taking that into account the salary range for this full-time role is \$70,000-\$105,000. This salary range is competitive for the position and is intentionally large to give the Selection Committee flexibility when looking at candidates with differing levels of experience. The Hiring team could find a candidate with the correct education and expertise in agriculture but less lobbying experience and still be able to hire them at the lower end of the range. If the hiring team found someone that was the right fit with extensive experience the upper range and benefits should be enough to land that candidate.

Not offering high salaries means FOE must find other ways to incentivize top talent to apply and stay with the organization. In addition to a competitive nonprofit salary applicants will have a standard work week of 37 hours and reduced summer schedule to accommodate for increased working hours when Congress is in session. They will also receive some work-from-home flexibility determined by their direct supervisor. New employees will receive 12 PTO days with the possibility of getting up to 20 after five years of service. They will also receive 12 sick days in addition to the 15 paid holidays. Additional leave categories include parental leave, grievance leave, and volunteer leave. FOE team members also have 100 percent paid medical, dental and vision coverage with 70 percent coverage for dependents with the option for either employer HSA or childcare contribution. This allows for benefits flexibility so singles, couples, and families can elect the benefit that best fits their needs. To encourage growth and the continued development of expertise inside the organization FOE also has a tenured education benefit. After 18 months (about one and a half years) employees can be reimbursed up to 12 percent of their salary for varying educational opportunities. This includes academic classes but also certifications, certificates, conferences, and continuing education approved by their supervisor. All education opportunities that are above \$4,000 will trigger a one-year commitment or the employee must pay back in full. This is to support employees as they grow their knowledge and passion for the various environmental issues FOE covers. This allows for an expert in campaign creation and communication with expertise in one area of study to gain knowledge in an overlapping environment area. This also aids the large hiring range by allowing the Selection Committee to hire great candidates with less education and empower them to get the detailed knowledge to excel in their field. With the aim of encouraging long-term commitment to the organization, FOE offers a 401(k) with a 5 percent automatic employer contribution and up to an additional 5 percent matching contribution. A full vesting of employee funds happens after five years of service. Having a longer vesting period will reward employees in making a long-term contribution to the team.

Conclusion

Through this extensive Strategic Human Resources Management (SHRM) Plan, Friends of the Earth seeks to find a compassionate and motivated individual who will actively contribute to the U.S. branch mission of building a healthy and just world. Using a three-phased recruitment approach will allow us to prepare for the need to fill a vacancy, conduct a thorough search process that begins with publishing the Job Announcement, and complete in-person and virtual

interviews before extending an offer. By providing a competitive incentive structure and appealing opportunities to meet with key environmental policy stakeholders, we are confident in finding the best possible candidate to fill this position. The job flier and a sample interview scoresheet follow.

Graphic 1

Senior Factory Farming Campaign Associate Job Flier

Senior Factory Farming Campaign Associate

Friends of the Earth

Salary Range: \$70,000-\$105,000

Job Summary:

Friends of the Earth (FOE) is seeking a Senior Factory Farming Campaign Associate to work under the government and political affairs director. This individual will be responsible for internal tasks including drafting meeting agendas and training junior team members on best lobbying practices; as well as external tasks including lobbying the relevant Senate and House committees on FOE's priorities for the upcoming Farm Bill.

Job Responsibilities:

- Drafts meeting agendas for FOE's Government and Political Affairs team's bi-weekly check-ins
- Conducts two lobbying training sessions for every junior campaign associate hired
- Drafts lobbying scripts for conversations with federal and state legislative staff on upcoming legislation
- Publishes bi-weekly newsletter with upcoming list of agricultural and environmental legislation the U.S. Congress and state legislatures are considering

Educational Requirements: Bachelor's degree from an accredited four-year institution required. Degree in business management, English, environmental studies, or political science strongly preferred.

Job Experience: Four years' experience in lobbying or public affairs work required.

Relevant Skills: Must be able to type two-to-three internal documents on a bi-weekly basis at 50 WPM; copy should be free of spelling and grammatical errors. Hearing and vision abilities sufficient to attend policy meetings with legislators, take notes, and summarize in memos sent to the Government and Political Affairs Director.

Special Conditions: May need to travel to state Capitols on a quarterly basis to meet with policy stakeholders on upcoming environmental legislation being considered.

Friends of the Earth is an equal opportunity employer who values equality and equity in all hiring practices.

Interested applicants should submit a resume, cover letter, and two writing samples [here](#).

Application Portal Open Until: 11:59 p.m. PT on July 29 or upon receipt of 100 applications.



Image: (Friends of the Earth, 2023)

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