

# Talent Development and Resources (TDR)

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## Overview

The Talent Development & Resources team exists to ensure that NAR has the right talent, with the right skills in the right jobs in an environment where they are free to do their best work. We do this through our efforts in:

- [Diversity & Inclusion](#)
- [Recruitment](#)
- [Compensation and Benefits](#)
- [Professional Development](#)
- [Employee Engagement](#)
- [Employee Relations](#)
- [Internal Communication](#)
- [Strategic Association Management \(SAM\) Services](#)

## Diversity & Inclusion (Andrea Moore)

Diversity and inclusion are core values of NAR, and we have a steadfast commitment to those principles. This practice area ensures that we attract and retain a workforce within an environment where not only talent and experience are valued, but where individual differences are celebrated.

This area of TDR is responsible for enhancing and expanding our inclusion and diversity programming and implementing best practices that will make NAR an even better place to work and positively impact employees. Those programs include:

- Creating a safe space for staff to share thoughts, feelings, and experiences in response to social justice events
- Staff workgroup
- Book Club
- Learning opportunities (including implicit bias session, informal discussions)
- Volunteer and community outreach events

- Internships

## **Recruitment (Andrea Moore)**

Ensuring that NAR hires employees with the right skills and culture fit is one of the most important things we do. Without the right talent, we can't ensure that the Association keeps moving forward to best serve our members.

If you're a hiring manager, we'll work with you to fully understand the role and responsibilities of the job so we can develop ad copy, interview questions and screen candidates accordingly. If you've never served in a hiring capacity -- or, if it's been a while since you've done so -- we'll provide you with tips and guidance on how to best conduct interviews and the kinds of questions to ask.

Once you hire a candidate, we'll work with you to ensure that the onboarding process for the new employee is smooth and successful.

## **Compensation (Linda Russell) and Benefits**

Because compensation and benefits programs are designed to attract top talent and retain valued employees, the work of this team does is critical to our success as an organization.

Among the responsibilities of this team are:

- Reviewing Position Description Questionnaires (PDQs) to determine salaries / team structures
- Processing Personnel Change Forms (PCNs) for job changes, promotions, merits, equities, etc.
- Managing the annual performance review process
- Administering all employee benefit plans: medical, dental, vision, life, FMLA and disability, 401k, pension, Employee Assistance Program, etc.
- Managing open enrollment for benefit changes

## Professional Development ([Julie Bleasdale](#))

As part of our commitment to our [Core Values](#), we encourage you to continue building upon your existing skills and developing new ones to remain current in our ever-changing workplace and be prepared for new job opportunities that may arise.

This function of the TDR group encourages the professional growth of all staff members throughout their employment at NAR. Within the Professional Development function, you are able to participate in a wide range of programs, including, but not limited to:

- Internal training coordinated by and in some instances, facilitated by, TDR
- Free, external training resources for staff, which include [LinkedIn Learning](#) and membership in the American Society of Association Executives (ASAE)
- Industry- and position-specific conferences, seminars, certification and designation training
- Mandatory training as required by law

## Employee Engagement ([Julie Bleasdale](#))

Do you feel passionate about your job? Are you committed to the organization? Do you go above and beyond what is required of you to ensure that the Association (and our members) succeed? If so, you are an engaged employee.

Employee engagement is driven by employees' desire for meaningful work, career growth, empowerment, belonging, recognition, leadership, and fulfilling work relationships. Not surprisingly, *every organization* wants its employees to be engaged. Companies with engaged employees provide better service, have higher employee retention rates, and lower absenteeism rates.

In recent years, NAR has doubled down in its efforts to create a culture that fosters employee engagement. Specifically, we have:

- Defined and emphasized the importance of living our Core Values
- Developed a process for funding professional development opportunities for employees equitably

- Deployed a survey to identify policies that were interfering with employees' ability to do their best work, which resulted in more than 40 changes to eliminate bureaucracy and empower/trust employees
- Ensured that employees have a voice in major Association initiatives, including the pandemic return-to-the-office process
- Improved internal communication via weekly huddles
- Conducted "safe space" open forum discussions on social unrest
- Provided opportunities for staff to be recognized with shout-outs during all-staff update meetings

We will continue to seek ways to drive employee engagement and [invite you to share your thoughts and ideas with us any time.](#)

## **Employee Relations ([Linda Russell](#) / [Chi](#) and [Andrea Moore](#) / DC)**

Part of living NAR's [Core Values](#) daily includes navigating through potentially difficult situations between supervisors and team members or between peers. We encourage everyone to address whatever issues may arise quickly and directly. Delaying conversations of these types can often worsen the situation and may make successful resolution more difficult for everyone. Within this function of TDR, we will provide a listening ear, will offer tips and conversation-starters to help with difficult conversations, and can even role play to help prepare you for conversations and interactions that may be stressful or involve conflict.

Whatever the situation, we ensure that all staff are treated fairly and have opportunities to share concerns. Our goal is to strengthen relationships between employees and supervisors or peers, and to provide support and guidance for problems that surface between them.

You should reach out to us whenever you experience or become aware of matters such as the ones below;

- Harassment
- Discrimination
- Performance concerns
- Conflict resolution

## **Internal Communication ([Julie Bleasdale](#))**

With Communication being one of our [Core Values](#), it's vital to NAR's success that we have a solid internal communications program that works to break down silos, keep employees informed about key Association initiatives and programs, and ensures that staff is kept abreast of colleagues' arrivals and departures. In addition to managing NARConnect, the Internal Communication discipline:

- Helps strengthen the employer brand by overseeing external awards
- Focuses on amplifying our mission, accomplishments, and culture to ensure that NAR is a destination for talent
- Plans and executes all-staff meetings

Contact us whenever you:

- Plan to submit an application for an external award
- Need help communicating a message internally

## **Strategic Association Management (SAM) Services ([Carole Kaptur](#))**

NAR's Strategic Association Management (SAM) team provides Human-Resources-related consulting services to state and local REALTOR® associations.

Among the services the team provides are:

- Association Executive Search Assistance
- Compensation Analysis
- Staff Recruiting
- Strategic Planning
- Strategic Workforce Planning
- Board Orientation
- Conflict Resolution Facilitation
- Post-Merger Facilitation
- Teambuilding

[More information](#)