



EXECUTIVE SUMMARY



Project Scope

The current Employee Performance Evaluation system has been used by the city for nearly two decades to evaluate municipal workers' job performance. The current system has served its purpose; however, significant process enhancements are needed to support the city in achieving a culture that recognizes and motivates its workforce to meet and/or exceed desired expectations. Therefore, with the goal of continuous improvement, our upcoming initiative centers on:

- Aligning goals and objectives to work plans;
- Measuring performance using the SMART (i.e., specific, measurable, achievable, relevant, time-based) methodology; and
- Creating an environment and culture of effective communications and coaching.

The **mission** of the **Houston Employee Assessment and Review (HEAR^{*})** team is to implement a citywide performance management process and application across all departments in collaboration with city stakeholders and internal customers, addressing its impact on workforce productivity, efficiency, and service delivery, thus making the city of Houston one of the best cities in the nation in which to work, live, shop, and play.

The city of Houston's new Performance Management System should not be perceived as a "gotcha" or as a "documentation hammer" leveraged to coerce good performance, but rather as a tool to encourage employee development and improve operational outcomes and service delivery across the city of Houston.

REPORTING PERIOD: AUGUST 2012

Objectives:

1. Submit both the **HEAR Administrative Procedure (AP 3-20)** and the **HEAR Guidelines** to the department directors and the Legal Department for review and recommendation purposes.
2. Present the **HEAR** introductory presentation to the community of stakeholders.
3. Market and promote **HEAR** throughout the city of Houston.
4. Engage the **HEAR** trainers who were selected by department directors.
5. Develop business requirements for the short and long-term solutions.
6. Continue developing the mandatory training for managers and supervisors.
7. Monitor project progress and mitigate risks, constraints, and assumptions.

Action Steps:

1. Finalized the AP 3-20 draft that will be sent to the mayor's office for review, final approval and distribution.

2. Finalized the **HEAR** Guidelines that will be sent to the Human Resources Director for review, final approval and distribution.
3. Met with the mayor and department directors to formally introduce the new **HEAR** project and eulogize the old EPE process.
4. Met with department directors' leadership teams to provide department executives as well as managers and supervisors an overview of the **HEAR** project implementation strategy and next steps (5 of 22 departments completed during this reporting period).
5. Distributed initial **HEAR** flyer to departments for posting and sharing purposes.
6. Finalized **HEAR** trainer list and the train-the-trainer deployment strategy.
7. Completed business requirements and project expectations for the short-term solution and developed an initial list of business requirements for the long-term solution.
8. Began solidifying facilities and scheduling training sessions.

Issues:

- Project funding sources (**constraint**)**
- Technology interim solution developmental alternatives (**risk**)**
- Citywide paradigm shift (**assumption**)**
- Houston Airport System inability to access the LMS for mandatory registration and WBT training (**risk**)**

The **mission of the **Houston Employee Assessment and Review (HEAR) System** is to provide a fair and balanced approach to performance management that supports a culture of high performance by developing and celebrating employee accomplishments and contributions to the residents of the city of Houston.*

** Unmitigated since last reporting period (July 2012)